
REPORT OF DIRECTOR OF SERVICE REFORM

TO WORKFORCE PANEL
ON 24th SEPTEMBER 2019

TITLE: [My]Work – enabling our people to be smarter in how they work, whilst maintaining a healthy work-life balance.

RECOMMENDATIONS:

That Workforce Panel note the contents of the report and agree to:

- Support [My]Work as Salford's approach to smart working;
 - Support the implementation and roll out of [My]Work across the council.
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EXECUTIVE SUMMARY:

Salford City Council is people centred and values based with all of our people striving to deliver the best quality services for the residents of the city. The way we work is changing as we reform public services at a local level based on the principles of place-based working and integrated delivery with partners. The ability to adapt to these changes can be constrained by poorly designed workplaces and spaces, inflexible working practices and outdated IT.

To ensure that people can work more efficiently and effectively and are able to respond to the needs of our citizens we need to empower our people and provide the right tools to enable them to utilise the space around them – either in the office, out in communities, at home or other locations. It is no longer viable to just increasingly add more desks to an already overcrowded and unproductive environment centred on a single location.

Flexible and smart working is increasingly being recognised for providing wider organisational benefits beyond those traditionally associated with just meeting the needs of parents and carers. In addition, we want to make sure that Salford is a

place where people want to work - to motivate and engage people, to attract and retain talent, and to support diversity and inclusion.

This report introduces [My]Work which is a fundamentally different approach to how, when and where we work. It seeks to support employees to balance their responsibilities in and out of work and, at the same time, increase performance and productivity in delivering excellent services to the residents of Salford.



BACKGROUND DOCUMENTS:

DETAILS:

1. Background

The nature of work is changing - as we reform services to respond to the requirements of our citizens putting place-based working and integrated delivery and a digital first approach at the core of how we deliver services. We need to be able to provide quicker, easier, better services to our residents, as well as consider the wellbeing, productivity and effectiveness of our workforce.

Across all sectors there has been a fundamental shift in traditional 'office based' working – it is no longer nine to five, and due to digital advances, being cloud based means you can work anywhere, anytime. Work is no longer just somewhere we go it is much more about what we do, what we achieve and the outputs and outcomes that we deliver. To ensure that people can work more efficiently and effectively and are able to respond to the needs of our citizens we need to enable our employees to utilise the space around them – either in the office, out in communities, at home or other locations. It is no longer viable to just increasingly add more desks to an already overcrowded and unproductive environment centred on a single location.

Flexible and smart working is increasingly being recognised for providing wider organisational benefits beyond those traditionally associated with just meeting the needs of parents and carers.

Working smarter means that we need to challenge the assumptions connected with new ways of working and bring new approaches to leadership, where and how people work and skills development. Transforming how we work is essential if we are to successfully reform services to respond to the requirements of our citizens.

We want to make sure that Salford is a place where people want to work - to motivate and engage people, to attract and retain talent, and to support diversity and inclusion.

2. What is [My]Work?

It is a fundamentally different approach to how, when and where we work. [My]Work is the brand for these new ways of working and encompasses being able to work in a place based way in the communities that we serve, accessible and responsive to our citizens, at the right time and utilising the right technology. It seeks to support employees to balance their responsibilities in and out of work and, at the same time, increase performance and productivity in delivering excellent services to the residents of Salford. We have described this in an aspirational vision statement;



To empower and enable employees to be productive, efficient and effective, to work anywhere, anytime, creating a flexible workspace whilst maintaining a healthy work life balance.

3. Why [My]Work?

As a people centred and values based organisation the drivers for change are broad and include:

- Modernising our organisation as an employer to attract and retain a diverse and talented workforce;
- Improving services to our residents out in their communities, rather than being civic-centre based;
- Supporting our employee wellbeing, diversity and inclusion priorities including supporting working carers;
- The rationalisation of our estate;

- Reducing carbon emissions through less staff travel, in support of the ¹Greater Manchester Clean Air Proposals

There are many research documents available that show the benefits of flexible working to both employees and organisations. The employee of the future expects and deserves to be able to work in a more flexible way, harnessing the advancements in technology that are available to them. Failing to challenge traditional working practices could mean we are potentially missing talent and excluding those who are unable to work in a more traditional way.

Providing our employees with the right tools enables them to work from the most appropriate place, whilst being able to access the right information and systems, avoiding unnecessary travel and freeing up more time to respond to the needs of our citizens.

It should be noted that many good employers have been moving to this way of working for some time, and whilst we have a broad range of modern working practices in place which benefit our employees, we are in danger of falling behind other public and private sector partners, including a number of North West local authorities if we do not move to embrace smarter working practices.

There is a growing expectation that this is how people expect to work, and in order for us to both retain existing talent and attract new talent in order to be able to provide the best services to our residents we have to be able to compete in this area.

Our organisation only exists because of its people, and we need to be able to consider the employee of the future. The infographic below describes the seven principles of the future employee², which is a useful visual image of the changes in how people work now. It demonstrates that collaboration and sharing knowledge is key, that learning takes place in many informal ways and that the days of sitting behind a desk in an office from 9-5 are behind us.

¹ <https://cleanairgm.com/clean-air-plan?cookies=true>

² <https://www.forbes.com/sites/jacobmorgan/2014/11/11/the-7-principles-of-the-future-employee/#4353f4f24cac>

The 7 Principles of the Future Employee



The Flexible Working Task Force³, a partnership across government departments, business groups, trade unions and charities was established in March 2018 to widen the availability and uptake of flexible working across the workforce by bringing together organisations with relevant expertise. These include the Chartered Institute of Personnel and Development (CIPD), Confederation of British Industry (CBI), Chartered Management Institute (CMI), Federation of Small Businesses (FSB), Trades Union Congress (TUC), Age UK, Carers UK, Timewise Foundation, Working Families, ACAS, the Department for Work and Pensions and HM Treasury.

As part of its efforts to increase uptake, the task force has been highlighting the business benefits of flexible working which include:

³ <https://www.cipd.co.uk/news-views/policy-engagement/flexible-working>

- Addressing skill and labour shortages by making work more accessible to older people and those with caring responsibilities;
- Improving productivity by increasing employee motivation;
- Boosting job satisfaction, engagement and well-being, whilst also helping to reduce sickness absence by allowing employees to manage disability and long-term health conditions, and caring responsibilities, as well as supporting their mental health;
- Helping organisations to retain people, particularly those with caring responsibilities;
- Creating more diverse workforces which reduces the gender pay gap by giving more opportunities for women to progress into senior roles.

4. Developing [My]Work?

We have undertaken a detailed piece of research and development work that has included field investigations with other organisations, both public and private to understand the business case, identify the issues and write the vision, develop our approach and develop the tools to enable us to move from our current ways of working to smarter, more agile and flexible ways – from current state to [My]Work in action.

We have followed our principles of co-design to ensure that employees have had and continue to have chances to influence and shape their way of working, to ensure that communication is clear and consistent, and to test and iterate [My]Work as we continue to develop the approach.

We have also engaged with employees, shared updates and used input from the Salford 100 to inform our approach.

The [My]Work approach covers five main areas; the key principles, the vision, the benefits, the personas and the themes as outlined in Appendix 1.

4.1 Key principles

These key principles have been developed to describe what we mean by [My]Work and to set the scene for the overall vision.



4.2 The vision

To empower and enable employees to be productive, efficient and effective, to work anywhere, anytime, creating flexible workspaces whilst maintaining a healthy work life balance.

4.3 The benefits

[My]Work is a clear enabler to support new ways of working and the delivery of our Workforce, Digital and Estates Strategies. Through our approach to workforce development and the Digital Skills Academy we will ensure that we are upskilling employees, especially in emerging digital technologies, and developing new leadership skills, as well as reducing turnover and associated costs. We will be able to support people with disabilities or long-term health conditions and our working carers to work in places or at times more suitable to them.

[My]Work will enable us to deliver services in communities, with improved service continuity, and improved employee satisfaction. In line with the principles of place-based working we need to ensure that integrated public services are delivered in community settings with locations across the city where employees who need to work

closer to their customers/clients can do so, whilst accessing all the systems and information they need to do their job.

[My]Work will enhance our reputation and support our aspirations as an employer of choice; offering greater flexibility and better work life integration, extending work opportunities to those excluded or disadvantaged by traditional ways of working and providing the ability to retain people when circumstances change combined with the ability to recruit from a wider talent pool.

Through our co-design approach to change, our people have been telling us about the benefits of flexible working, and what it means to them:

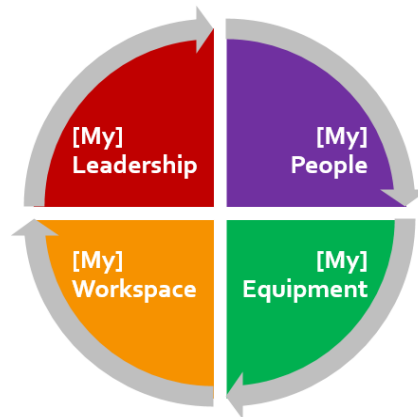
- “Being able to work flexibly means I have the freedom to plan my day to get the most out of it.”
- “Working smarter allows me to get my work completed as well as manage home and family commitments.”
- “I’d never want to go back to the 9-5 way of working, people’s lives don’t work that way.”
- “Avoiding busy travel times means I waste far less time sitting in traffic.”
- “Being flexible means I can work late if I need to get something urgent finished, or can finish early if I have a personal appointment.”
- “The flexibility I am given in how and when I do my work means I return that flexibility back – it’s a two way street!”

4.4 The themes

[My]Work rollout across services is intended to be truly flexible as it is acknowledged that there cannot be a fixed approach given the diversity of our services and the way in which those services are delivered. Excellent service delivery must always come first but, beyond this, there are significant opportunities to support each service to utilise [My]Work as an enabler to more efficient and effective working.

The four core elements to successfully transition to new working practices are Leadership, People, Workspace and Equipment - each theme is critical to the success of the programme.

The four core elements



[My]Leadership

We manage through trust and measure performance outcomes, not presence. Our leaders collectively own smart working, embed it in their teams, and model the right behaviours

[My]Workspace

We optimise our space and create efficient, task-focused environments that empower our people and encourage collaboration. We choose the right workspace for each task, and we use technology to improve meetings and include all participants

[My]People

Flexible working is our default; we balance the freedom to choose how we work with our responsibility to meet business need. We are a great place to work; we trust each other to deliver and we are inclusive in everything that we do

[My]Equipment

Our technology enables flexibility and we exploit new collaboration, document sharing, and communication tools. We are connected; we share information regularly and responsibly, and make the most of digital tools to work together regardless of location

The shift in mind-set and culture that is required across the organisation should not be underestimated, and is the foundation to the success of the rollout of [My]Work. A key element of the organisational development plan to underpin the programme is the support offered to managers to enable them to shift from a traditional management approach based on time and presenteeism to being comfortable in leading and managing based on the outcomes delivered.

There is strong leadership support for the [My]Work approach. However, there are a range of practical challenges to enabling both a shift to a culture of management by outcomes and in enabling leaders to embrace this way of working themselves. As part of the #LeadingSalford development programme a range of masterclasses have been developed and commissioned to provide leaders with the skills and confidence to lead teams to work smarter.

4.5 The personas

Three [My]Work personas have been developed to help identify and determine typical requirements for both technology and the workspace environment these are - anchor, agile and field. More information about the typical behaviours, workspace, skills and technology requirements for each can be found in **Appendix 1**.

These three high level personas are used to categorise the wide variety of roles across the organisation and describe the typical requirements for behaviours, workspace and equipment. The best equipment for each type of worker has been identified ensuring that we utilise the latest technology, to ensure maximum security with regards to data protection. The flexibility offered by this equipment also means that our employees have the right kit to enable them to perform as efficiently and effectively as possible, giving them access to the information they need, when they need it. It also means that employees can benefit from the powerful collaborative software tools that are available, meaning conversations, files, video and phone calls can take place seamlessly regardless of location.

5. [My]Work in action

A number of early adopter teams and services have been identified where [My]Work can support and enable changes within those services including relocation and/or just a general improvement to working practices to achieve better outcomes.

As part of the organisational development plan for bringing together the single commissioning arrangements across some of the services in the People Directorate and the CCG [My]Work will be an enabler to new ways of working and the co-location of teams.

In addition to the early adopters, there are a number of organisational development programmes already underway which will benefit from integrating [My]Work as an enabler to new ways of working as they are developed and include:

- Development and implementation of the 'No Wrong Door' model
- Digitisation programme for social workers
- Further development of the early help model
- Further development of our integrated neighbourhood model

The approach to implementation forms part of a wider strategic plan aligned with other programmes as part of the delivery of the estates and digital strategies, including relocation of services and the rollout of Windows 10. The planned update is essential to ensure that we are secure and protected from any new viruses or security problems once our existing Windows 7 software enters 'end of life.' Failure to upgrade to Windows 10 leaves us extremely vulnerable to any emerging cyber security threats, and means we would no longer be compliant with ISO 27001.

5.1 [My]Work in neighbourhoods using our existing spaces

There are a multitude of great spaces across the city, and work is already underway to develop and design concepts of how our spaces might look and function – building on the use of zones. Once these concepts are agreed, we would be looking to use these new spaces as user testing spaces – in effect, these will be user labs for people to visit, test, start to initiate behaviour change, and begin to see the art of the possible in terms of a different approach to workspace as activity space rather than 'my space' and also in terms of the technology from which they can benefit.

The first community based [My]Work space to go live is located within Pendleton Gateway and provides a clean, bright and welcoming dedicated [My]Work area for employees to use. Initial feedback shows a small but steady flow of employees keen to try the space out, and plans are being completed for the next three spaces to become available at The Landing, Walkden Gateway and Broughton Hub providing work spaces at geographical locations across the city. The latter two spaces require some remodelling before they are ready to be used.

We are also working with some of our partner organisations including the University and SCL to identify further work spaces in different locations to ensure accessible workspaces are available for employees to use across the city.

5.2 Align [My]Work with existing plans

There are a number of other existing strategies and plans in place, including the roll out of Windows10 and digital kit, property moves and service redesigns. [My]Work will be aligned with all of these other plans to ensure that we can maximise the impact of any changes and capitalise on the significant benefits that [My]Work offers as a real enabler for change and establishing and embedding new ways of working.

5.3 Engagement with services

Engagement with individual services forms a critical part of the implementation, and meaningful and timely workforce involvement, engagement and communication will be essential to the success of the roll out. In addition to the planned rollout it is anticipated that through general communication and engagement with services many will start to adopt the [My]Work principles and ways of working as an enabler to improving service delivery.

5.4 [My]Work as 'business as usual'

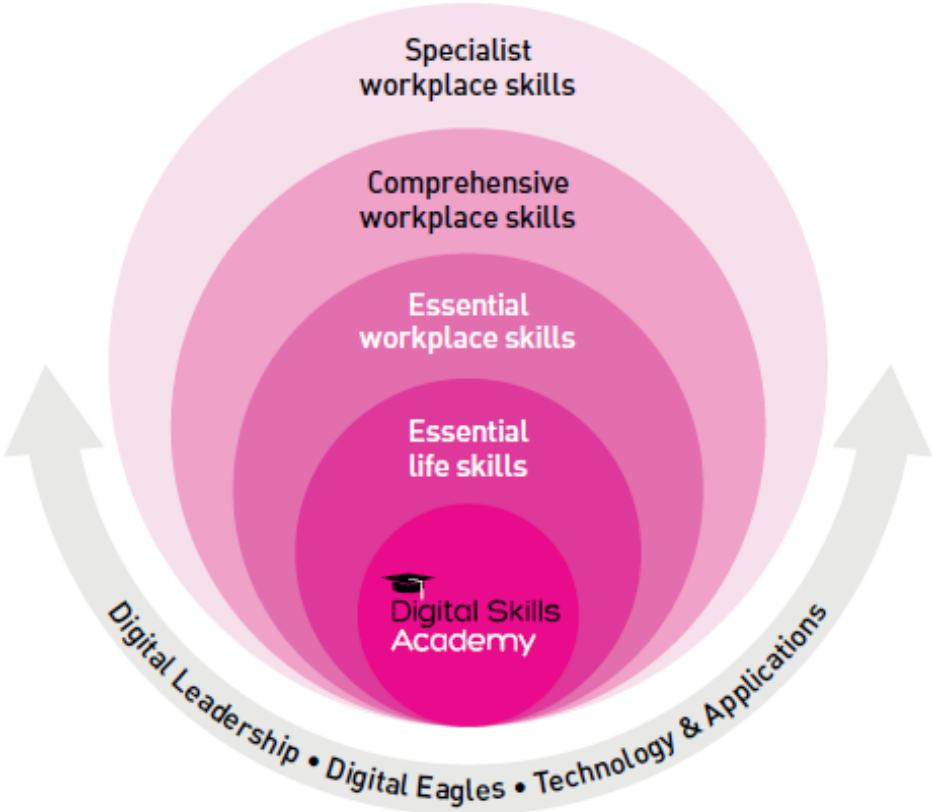
[My]Work is an enabler to support service improvement and more efficient and effective working practices. To ensure that we embed the [My]Work principles and approach into our business as usual arrangements the personas will be considered as we develop role profiles, the 'happy to talk flexible working' tagline and campaign will appear in all of our adverts, [My]Work and the typical requirements for each persona will be embedded in to our 'welcome to Salford' on-boarding arrangements to ensure the provision of appropriate technology and kit before a new employee joins, and we will model the right behaviours from the top down.

6. A digitally skilled workforce

To be able to achieve our vision for a flexible and effective workplace strategy, supporting our people to develop the right digital skills is essential.

Our Digital Skills Academy has been developed to support and develop digital capabilities across the organisation. In response to the introduction of new technology through the transformation of services, the requirement to upgrade operating systems and the introduction of new ways of working such as virtual meetings, the Digital Skills Academy offers four digital pathways, supporting all of our workforce to develop and improve their digital skills, so that they can operate safely and confidently online and most importantly make the most of new technology in their work and personal life.

Digital Skills Academy



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APPENDIX 1

	Anchor	Agile	Field	[My]Work spaces
Behaviours	Attends a single work location, on average more than three to four days per week, with the ability to work from various locations due to business need. Roles will include 80% of their time processing information or delivering voice services, from a single location where they enjoy a static environment and feel comfortable to perform best. Duties may occasionally require traveling to another location or to attend meetings.	Attends a single work location, on average, less than three days per week and frequently travels in their role. Roles spend a lot of time away from a desk, sitting in meetings and working on site and around the city. They mainly process information when in the office and need a place to concentrate, as well as areas for communication and interaction. They occupy some meeting space either formal or informal.	Attends a single work location on average, less than one day per week, predominantly working in a place based way. Roles will include processing information and completing work whilst on the job. Spending most of their time out of the office or away from their team. They will require an office base where they are able to check in with their team and feel welcome.	[My]Work space is accessible to all employees to use across the city. All users can use the space either for short term touch down space, in-between appointments or meetings or utilise the space for a full day to deliver services in a place based way. User should considered the space to reduce travel and drive efficiencies. Users must ensure all [My]Work space across the city respected in line with the Councils values
Workspace	Typically requires a dedicated desk or touch down space areas for processing information, conversation and the occasional meeting space.	Typically requires shared 'touch down' space across various locations, meeting rooms and breakout space for collaboration.	Typically does not require a dedicated office space, but considers flexible space utilisation and the open choice of work environments, both important and inspiring.	Typically [My]Work spaces are available in secured areas or office type environments across the city. All spaces provide toilet and kitchen facilities for users. Meeting room space can be available through request.

<p>Digital Skills</p>	<p>All users should be proficient in business systems and applications. Users should hold essential digital workplace skills which include communicating, managing information, transacting, creating and problem solving online. Users should be able to communicate with their teams through digital platforms either through written or video calling applications and be able to save and share documents online.</p>	<p>All users should be proficient in business systems and applications. Users should be able to connect devices to Wi-Fi to work in various locations and typically use a variety of platforms to communicate either written or through video calling with their team or customers both internally or externally. Users would arrange online meetings or video conferencing as part of their role. They should be confident using collaboration tools to share and edit documents online.</p>	<p>All users should be proficient in business systems and applications. Users need to be connected to Wi-Fi or be 4G enabled to work in a place based way. Typically they would use a mobile device to process information or communicate with their team or customers both internally or externally. Their role will require them to process, share and manage information in a secure and confidential manner whilst in the field.</p>	<p>All users should be proficient in business systems and applications. Users should hold essential digital workplace skills which include communicating, managing information, transacting, creating and problem solving online. Users should be able to communicate with their teams through digital platforms either through written or video calling applications and be able to save and share documents online.</p>
<p>Equipment</p>	<p>Typical equipment will include either a desk top computer for front facing services accessed by multiple users or be provided with a laptop. Users will log in to office phones or use headsets.</p>	<p>Typical equipment will include an X390 laptop or X390 yoga laptop to provide users with the option to use either as a laptop or touch screen whilst out of an office environment. Users may require laptops to be 4G enabled if Wi-Fi connectivity isn't available where their role is required to perform.</p>	<p>Typical equipment will include a yoga laptop, phone or specialist equipment depending on their role. Users will require 4G connectivity to ensure communication and work processes are logged with their teams.</p>	<p>All [My]Work spaces provide users with secured Wi-Fi connection, desks with monitors and power points to charge phones, laptops and other mobile devices.</p>