

Agile Working Shared Learning Seminar Cardiff 24 January 2013

Ideas to Share

Theme	Idea	Contact	E-mail address
Benefits	Environmental and economic benefits	Richard Knight, Environment Agency Wales	karen.hopkins@environment-agency.wales.gov.uk
Collaboration / external relations	Working with other LAs	Andrew Mogford, Merthyr Tydfil County Borough Council	Andrew.mogford@merthyr.gov.uk
Collaboration / external relations	Union buy-in	Becky Jones, City and County of Swansea	Rebecca.Jones@swansea.gov.uk
Collaboration / external relations	Partnership and collaboration with others	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
Collaboration / external relations	Multi-agency customer service delivery	Nia Lewis, Newport City Council	nia.lewis@newport.gov.uk
Collaboration / external relations	Union support	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Corporate level	Guidance development – cross authority approach	Nia Lewis, Newport City Council	nia.lewis@newport.gov.uk
Corporate level	Policy	Rebecca Morris, Blaenau Gwent County Borough Council	rebecca.morris@blaenau-gwent.gov.uk
Corporate level	Feedback is assisting preparation for corporate roll out		
Corporate level	Loosen rules		
Desks / office space	Apps – “Good” ICT security	Andrew Mogford, Merthyr Tydfil County Borough Council	Andrew.mogford@merthyr.gov.uk
Desks / office space	Hot desking	Donna Merrick, Capital Law	d.merrick@consultcapital.co.uk
Desks / office space	No offices, just space	Donna Merrick, Capital Law	d.merrick@consultcapital.co.uk
Desks / office space	People love their own desk/territory	Janet Thomas, Neath Port Talbot County Borough Council	j.n.thomas@npt.gov.uk
Desks / office space	Introduced hot spots / drop ins	John Roberts, Pembrokeshire County Council	john.roberts@pembrokeshire.gov.uk
Desks / office space	Started to look at office space – moved some offices	Rebecca Morris, Blaenau Gwent County Borough Council	rebecca.morris@blaenau-gwent.gov.uk
Desks / office space	Our starting point is the need to reduce office space	Rhianon Rowland, Care Council for Wales	Rhianon.rowland@ccwales.org.uk
Desks / office space	1:3 hot desks – works well	Richard Knight, Environment Agency	karen.hopkins@environment-agency.wales.gov.uk

		Wales	
IT / ICT	EDM	Andrew Mogford, Merthyr Tydfil County Borough Council	Andrew.mogford@merthyr.gov.uk
IT / ICT	Digital pens and paper	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
IT / ICT	Bring your own device	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
IT / ICT	Guest / public wireless	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
IT / ICT	Wifi everywhere	Donna Merrick, Capital Law	d.merrick@consultcapital.co.uk
IT / ICT	Wifi / Citrix	Helen Davies, City and County of Swansea	helen.davies@swansea.gov.uk
IT / ICT	Introduced MFDs	John Roberts, Pembrokeshire County Council	john.roberts@pembrokeshire.gov.uk
IT / ICT	EDMS rolling out	John Roberts, Pembrokeshire County Council	john.roberts@pembrokeshire.gov.uk
IT / ICT	IT	Marion Burke / Rhianydd Williams, TUC	mburke@tuc.org.uk / rwilliams@tuc.org.uk
IT / ICT	Rolling out MFDs	Peter Evans, Ceredigion County Council	Peter.evans@ceredigion.gov.uk
IT / ICT	Using IM / e-mail	Peter Evans, Ceredigion County Council	Peter.evans@ceredigion.gov.uk
IT / ICT	Implementing EDRMS to reduce 'paper' working	Peter Evans, Ceredigion County Council	Peter.evans@ceredigion.gov.uk
IT / ICT	IT support	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
IT / ICT	Have ICT framework guidance in place		
IT / ICT	ICT work within the Customer Services Directorate so it is part of the conversation on how to successfully use ICT for delivering services		
Pilots / experimentation	Establishing a demonstration project	Peter Dallen, Care Council for Wales	peter.dallen@ccwales.org.uk
Pilots / experimentation	Pilot of Agile Working in some areas		
Property / physical space	Reduce paper (& EDM roll out) as departments relocate	Andrew Mogford, Merthyr Tydfil County Borough Council	Andrew.mogford@merthyr.gov.uk
Property / physical space	One-stop-shop – civic centre, town	Andrew Mogford, Merthyr Tydfil	Andrew.mogford@merthyr.gov.uk

	centre	County Borough Council	
Property / physical space	Multi-organisation shared facilities provide one-stop-shop – easier access for public	Ann Bentley, Aneurin Bevan Health Board	ann.bentley@wales.nhs.uk
Property / physical space	Space project going ahead – building rationalisation	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
Property / physical space	Right mix of meeting spaces and central control of rooms	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
Property / physical space	Improving your space	Layton Skilton, Bridgend County Borough Council	Layton.Skilton@bridgend.gov.uk
Property / physical space	Physical environment	Layton Skilton, Bridgend County Borough Council	Layton.Skilton@bridgend.gov.uk
Property / physical space	Infrastructure	Layton Skilton, Bridgend County Borough Council	Layton.Skilton@bridgend.gov.uk
Property / physical space	Rationalising property		
Relationships / staff engagement	Isolation for homeworkers	Mark Hooper, Indycube	mark.hooper@inspirato.co.uk
Relationships / staff engagement	People need other people	Mark Hooper, Indycube	mark.hooper@inspirato.co.uk
Relationships / staff engagement	Sensitive issues	Mark Hooper, Indycube	mark.hooper@inspirato.co.uk
Relationships / staff engagement	Work styles rather than desk ratios	Nia Lewis, Newport City Council	nia.lewis@newport.gov.uk
Relationships / staff engagement	We have flexible working arrangements but outside of this agile working is all new	Rhianon Rowland, Care Council for Wales	Rhianon.rowland@ccwales.org.uk
Relationships / staff engagement	Trust	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Relationships / staff engagement	Feeling my role is important	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Relationships / staff engagement	More personal responsibility	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Relationships / staff engagement	Trust	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Relationships / staff engagement	Need 'anchor points' e.g. PA, Executive Assistants	Richard Knight, Environment Agency Wales	karen.hopkins@environment-agency.wales.gov.uk
Relationships / staff engagement	8 to 10 working (general successful for very unpopular)		
Relationships / staff engagement	Crosscutting project, team to develop, guidance		
Relationships / staff engagement	Better to use work styles as opposed to ratios – better engagement, allocated on responsibility not		

	hierarchy		
Relationships / staff engagement	Make the offer – own staff / partners, working in other offices		
Relationships / staff engagement	<u>People</u> -centric, less SILDs / functional		
Relationships / staff engagement	Consultation		
Remote Working	All HR info is electronic so that team can work anywhere	Denise Currell, Careers Wales	Denise.Currell@careerswalesgyrfacymru.com
Remote Working	Remote system not available to all – yet!	Fiona Robinson, Aneurin Bevan Health Board	fiona.robinson@wales.nhs.uk
Remote Working	Introduction of vehicle-based mobile data terminals in marked police cars allowing remote working outside stations. Downside – network dependent	Ian Hoskinson, Dyfed-Powys Police	ian.hoskison@dyfed-powys.pnn.police.uk
Remote Working	Ad-hoc Home Access Scheme utilising a VPN Connection	Janet Thomas, Neath Port Talbot County Borough Council	j.n.thomas@npt.gov.uk
Remote Working	Remote access enabled	John Roberts, Pembrokeshire County Council	john.roberts@pembrokeshire.gov.uk
Remote Working	Beginning to link personal apple devices to Citrix to allow working from any location		

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Things to learn

Theme	Issue	Contact	E-mail address
Audit	Internal audit	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
Case studies	Case studies that match the appropriate organisational type (relevance)		
Case studies	Looking at how to get buy-in from politicians / senior management – work		

	works, case studies, visible results.		
Case studies	Case studies with visible results.		
Confidentiality	Sensitive issues – confidentiality, privacy		
Confidentiality	Issues of dealing with confidentiality	Ian Hoskinson, Dyfed-Powys Police	ian.hoskison@dyfed-powys.pnn.police.uk
Culture	Staff resistance	Ann Bentley, Aneurin Bevan Health Board	ann.bentley@wales.nhs.uk
Culture	Lack of trust	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
Culture	Agile <u>mindset</u> for some	Donna Merrick, Capital Law	d.merrick@consultcapital.co.uk
Culture	Culture of organisation	Jane Williams, ABMU Health Board	jane.williams16@wales.nhs.uk
Culture	Staff attitude	Jane Williams, ABMU Health Board	jane.williams16@wales.nhs.uk
Culture	Trust is lacking = need for culture change	Janet Thomas, Neath Port Talbot County Borough Council	j.n.thomas@npt.gov.uk
Culture	Culture change	Layton Skilton, Bridgend County Borough Council	Layton.Skilton@bridgend.gov.uk
Culture	Trust	Layton Skilton, Bridgend County Borough Council	Layton.Skilton@bridgend.gov.uk
Culture	Social care	Layton Skilton, Bridgend County Borough Council	Layton.Skilton@bridgend.gov.uk
Culture	Changing trust culture	Peter Evans, Ceredigion County Council	Peter.evans@ceredigion.gov.uk
Culture	Behavioural / culture shift	Sharon Lindsey, Newport City Council	sharon.lindsey@newport.gov.uk
Culture	Performance can be increased		
Culture	Culture change issues		
Culture	Yes (we do trust staff, in public) but no (not really, in private).		
Desk / office space	Getting rid of paper documents (lots of scanning)	Peter Dallen, Care Council for Wales	peter.dallen@ccwales.org.uk
Desk / office space	Some staff enjoy having their personal desk space	Rhianon Rowland, Care Council for Wales	Rhianon.rowland@ccwales.org.uk
Desk / office space	Staff reluctance to desk share		
Desk / office space	Open plan noise issues		
External relations	Community value		
Finance	IT costs	Jane Williams, ABMU Health Board	jane.williams16@wales.nhs.uk

Finance	Financial support	Rebecca Morris, Blaenau Gwent County Borough Council	rebecca.morris@blaenau-gwent.gov.uk
Finance	Economies of scale	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Finance	Funding		
Finance	To get sign up the issue of flexible working needs to be firmly placed in the context of cuts and saving the organisation money.		
Implementation / project management	Project initiation	Jane Williams, ABMU Health Board	jane.williams16@wales.nhs.uk
Implementation / project management	Mobility	Layton Skilton, Bridgend County Borough Council	Layton.Skilton@bridgend.gov.uk
Implementation / project management	Training	Norma Jarboe, WomenCount	njarboe1@aol.com
Implementation / project management	Moving pilots to wider implementation	Peter Evans, Ceredigion County Council	Peter.evans@ceredigion.gov.uk
Implementation / project management	Alignment with other corporate projects		
Implementation / project management	Not easy to demonstrate		
Implementation / project management	Transport		
Implementation / project management	Multi-skilled team.		
IT / ICT	Lack of ICT infrastructure	Andrew Mogford, Merthyr Tydfil County Borough Council	Andrew.mogford@merthyr.gov.uk
IT / ICT	ICT infrastructure – cost, timescale to get ROI, realistic – business case	Andrew Mogford, Merthyr Tydfil County Borough Council	Andrew.mogford@merthyr.gov.uk
IT / ICT	Social media and internet restrictions	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
IT / ICT	NHS Wales IT can be restrictive	Fiona Robinson, Aneurin Bevan Health Board	fiona.robinson@wales.nhs.uk
IT / ICT	IT – currently in contract for desktops with external company	Helen Davies, City and County of Swansea	helen.davies@swansea.gov.uk
IT / ICT	Broadband / network access	Ian Hoskison, Dyfed-Powys Police	ian.hoskison@dyfed-powys.pnn.police.uk
IT / ICT	ICT infrastructure for partners e.g.	Nia Lewis, Newport City Council	nia.lewis@newport.gov.uk

	police / health		
IT / ICT	IT equipment	Rebecca Morris, Blaenau Gwent County Borough Council	rebecca.morris@blaenau-gwent.gov.uk
IT / ICT	ICT infrastructure		
IT / ICT	ICT – providing e.g. health / police with ICT infrastructure		
Management / Members	Traditional views of senior management team – trust	Denise Currell, Careers Wales	Denise.Currell@careerswalesgyrfacymru.com
Management / Members	Hierarchical structure	Ian Hoskinson, Dyfed-Powys Police	ian.hoskison@dyfed-powys.pnn.police.uk
Management / Members	Leadership	Jane Williams, ABMU Health Board	jane.williams16@wales.nhs.uk
Management / Members	Work organised in hierarchical way rather than output driven	Janet Thomas, Neath Port Talbot County Borough Council	j.n.thomas@npt.gov.uk
Management / Members	Councillors' engagement	Nia Lewis, Newport City Council	nia.lewis@newport.gov.uk
Management / Members	Managers tied to old ways of working	Norma Jarboe, WomenCount	njarboe1@aol.com
Management / Members	Support from senior management	Rebecca Morris, Blaenau Gwent County Borough Council	rebecca.morris@blaenau-gwent.gov.uk
Management / Members	Managers trusting staff	Rhianon Rowland, Care Council for Wales	Rhianon.rowland@ccwales.org.uk
Management / Members	Convincing all senior managers to buy in	Rhianon Rowland, Care Council for Wales	Rhianon.rowland@ccwales.org.uk
Management / Members	Political buy-in	Sharon Lindsey, Newport City Council	sharon.lindsey@newport.gov.uk
Management / Members	Buy-in from EMPs not able to work in agile (mobile) manner – front line services	Sharon Lindsey, Newport City Council	sharon.lindsey@newport.gov.uk
Management / Members	Encouraging managers to accept agile / flexible working – what tricks / techniques do others have	Sian Grainger, Wales Audit Office	sian.grainger@wao.gov.uk
Management / Members	Changing Council Structure (re-structuring)		
Management / Members	Buy-in from senior team and unions that agile working can benefit services, customers and staff		
Management / Members	Members – how have others engaged them		
Management / Members	Engaging managers		

Management / Members	Hierarchical culture linked to presenteeism and status of attending meetings – how to change.		
Policy	Remote access policy	Jane Williams, ABMU Health Board	jane.williams16@wales.nhs.uk
Property / premises	Services still taking short term leases	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
Property / premises	Parking		
Property / premises	Grade 1 listed building		
Relationships / staff engagement	Timescale vs staff change	Andrew Mogford, Merthyr Tydfil County Borough Council	Andrew.mogford@merthyr.gov.uk
Relationships / staff engagement	Staff resistance to change	David Vining, Vale of Glamorgan Council	DJVining@valeofglamorgan.gov.uk
Relationships / staff engagement	Fairness – some have to be static e.g. hospitals, some can work anywhere	Fiona Robinson, Aneurin Bevan Health Board	fiona.robinson@wales.nhs.uk
Relationships / staff engagement	Redundancies	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Relationships / staff engagement	Disciplinary procedures	Rhianydd Williams, TUC	rwilliams@tuc.org.uk
Relationships / staff engagement	How to ensure agile working is seen as fair, regardless of role	Richard Knight, Environment Agency Wales	karen.hopkins@environment-agency.wales.gov.uk
Relationships / staff engagement	Encouraging teamwork over multiple locations		
Relationships / staff engagement	Investment (time) in working together critical		
Relationships / staff engagement	Internal communication		
Relationships / staff engagement	Buy-in critical. How do you successful do this? Timeline?		
Relationships / staff engagement	Some inequalities in job roles		
Service delivery	How to balance employee needs with customer needs	Richard Knight, Environment Agency Wales	karen.hopkins@environment-agency.wales.gov.uk
Service delivery	Service accessibility		