



Cambridgeshire  
Police & Crime  
Commissioner

**To:** Business Coordination Board

**From:** Chief Constable

**Date:** 20 January 2015

## **AGILE WORKING PROJECT STRATEGY**

### **1. Purpose**

- 1.1. The purpose of this paper is to outline to the Business Coordination Board (“the Board”) the strategic direction of Cambridgeshire Constabulary’s (“the Constabulary”) Agile Working Project, and to demonstrate how up to £600,000 of savings can be identified for the 2016-17 budget year.

### **2. Recommendation**

- 2.1. The Board is requested to note the contents of this paper and endorse the structure and direction of the project.

### **3. Background**

- 3.1. The overall aim of the project is to create a working environment that is suited to the needs of 21<sup>st</sup> Century policing where the estate is efficient, fully utilised and enables the use of technology. This will rely on five separate strands:

- Physical environment
- Cultural environment
- Technology
- Public Legitimacy
- Finance

This will be delivered in partnership with the Constabulary, the OPCC and the community.

- 3.2. In consultation with Estates Department the project will consider key elements of the estate to determine whether it is being used efficiently and effectively and maximising cost savings.
- 3.3. The project will look at how sites across the Force are currently used and how changes can be made, utilising the principles of agile working, to adjust business area working spaces.

It is envisaged that moves of appropriate business areas will be enabled to other sites, thus allowing any empty buildings/floors to be leased, reducing revenue maintenance costs and generating lease income.

- 3.4. Options for realising other future savings will be considered as part of the project as they arise.

#### **4. The Estate**

- 4.1. Nine sites have been identified by Estates department that will generate revenue savings for 15/16 financial year. These sites have been looked at as part of the agile working project, mainly to determine the requirement on the remaining estate to provide space for staff or functions being moved from those sites that will no longer be used.
- 4.2. As collaboration has progressed a number of departments have been restructured or collaborated to new sites and this has resulted in some areas of the current estate becoming underutilised. Departments that have been reduced in size have continued to occupy the same areas, and a review of those areas should result in additional space being identified for use by other areas.
- 4.3. An accommodation review will be undertaken over the coming months to review the overall use and space allocation of business areas across the sites, and to gather data of the requirements of each area moving forward.
- 4.4. Consultation will take place with each business area as required to understand their individual needs, and briefings will be given to each area on the principles of agile working and its benefits to the organisation and how each area would fit within the categories of agile working.
- 4.5. An overall plan will be formulated to agree what moves can be facilitated by December 2015 to free up accommodation areas that may be able to be leased or no longer used, to remove revenue costs for those areas from the budget and generate an additional income for the 16/17 budget year. This may entail some internal moves at sites, and may require alterations to the current buildings to provide accommodation that meets the needs of the business areas.

4.6. Shared accommodation options with partner agencies will be key to delivering the solutions for the Estates review and the project as we move forward.

## 5. Finance

5.1. The project team is currently one Implementation Manager assisted by a Sergeant on recuperative duties. The budget for both these posts is funded within the 15/16 revenue budget.

5.2. There will be a one off budget requirement of £280,000 to fund the revenue costs of alterations and moves within the current estate to provide the accommodation for the expected department moves that will free up the estate and allow some areas to be leased. It is proposed to implement these changes in 2015/16, therefore, releasing full savings in 2016/17.

5.3. Dedicated HR support has already been negotiated from within current resources.

5.4. The expected budget savings for 16/17 realised through saved revenue costs and lease income is estimated at up to £600,000.

## 6. Summary

6.1. Agile Working is not a change in force structure. It is a method of tailoring the resources we have more intelligently and more efficiently. Not everyone will become an agile worker – but Agile Working will have an effect across the force.

6.2. Implementation of Agile Working will require a significant culture change within the organisation to work effectively and to deliver the budget savings.

6.3. A more flexible and intelligent use of police estates will result in an increase of operational police hours, a substantial release of funding from traditionally fixed budgets, and improved working conditions for everyone serving the county.

6.4. Agile Working targets the inefficiencies of unnecessary journeys, and the poorly utilised buildings.

## 7. Recommendation

7.1. The Board is requested to note the contents of this paper and endorse the structure and direction of the project.

## BIBLIOGRAPHY

Source Document (s)	Contact Officer	Location
	T/Superintendent Jon Hutchinson	Cambridgeshire Constabulary Headquarters