



A visual guide to the
Modern Workforce approach



Modern**Workforce**



What is our approach to modern working?

Our primary objective is to continue to deliver excellent public services whilst enhancing our position as an employer of choice and top performing local authority.

To achieve this, we need to offer innovative employment practices, engaging and developing team members so they want to work here and give their best. It is through our team members that we can continue to make a positive difference to the communities we serve.

In order to achieve our aspirations we have explored new ways of working that will support our future plans, by developing the Modern Workforce Approach.

This approach was created in collaboration with colleagues from across the Council, management and Trade Unions following feedback and focus groups.

We will continue to seek and act on feedback from colleagues and managers and work collaboratively with our Trade Union partners, as our new ways of working continue to evolve.

What will it achieve?

The approach will enable team members to have choice and determination about how and when they work supporting their ability to balance their work and home life commitments effectively. It will also enable the Council to continuously review service delivery to ensure practices remain current and responsive to customer needs.

This flexible approach is based on trust, empowering teams to design their work patterns with the understanding that customers always remain at the heart of everything we do.



Is it for everyone?

We recognise that some roles within the organisation, will by their nature be more open to working flexibly, and individual preferences will also vary too, therefore there will not be one size fits all. The aim however is to adopt the same mindset and approach across the organisation.

There will be **three Worker Styles** and all Council staff will be allocated to the most appropriate Worker Style based on their role.



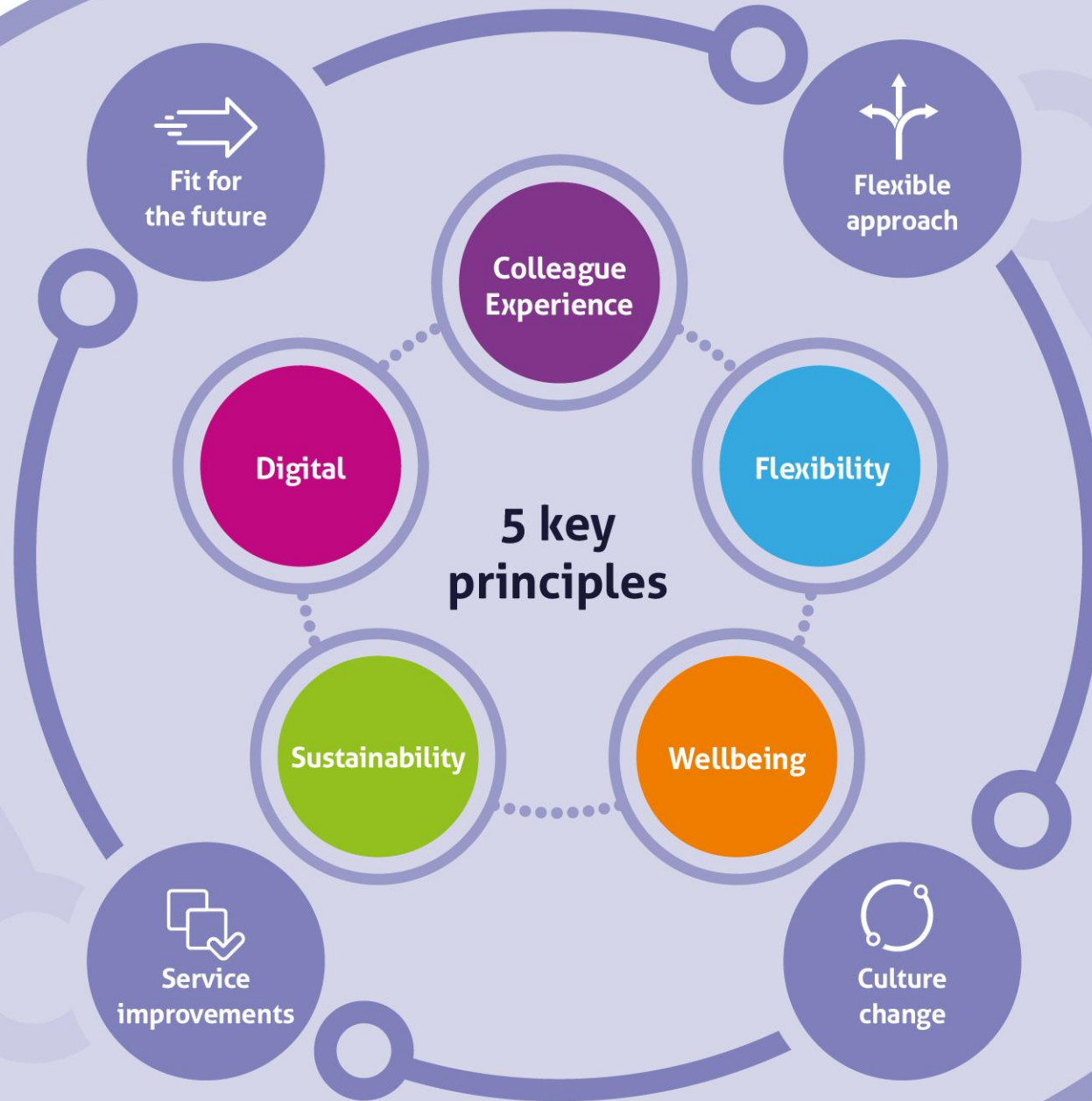
Agile workers work from a home base with occasional visits to a Council office. In practice, work may be carried out from almost anywhere.



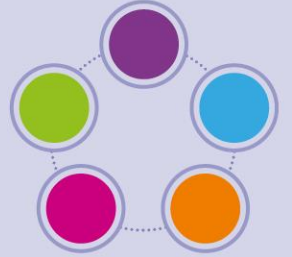
Hybrid workers spend the majority of their time on site or in client visits. They will work in a specified Council office between site visits, and may also work from home on an occasional or more frequent basis.



Fixed workers are based at a Council office or other building because their work can only be carried out in that location.



5 key principles



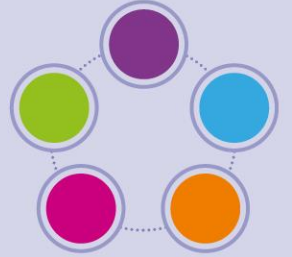
Colleague Experience

Our customers will remain at the heart of everything we do, with service delivery at the forefront, we will enable team members to have choice and flexibility about how, when and in some cases where they work, to **enhance service delivery, performance, and wellbeing.**

What will it feel like to work for the Council?

- Team members at all levels live the principles, positively challenging those who are not
- Senior leaders are highly visible and viewed as role models for agile working
- Managers understand the difference between productivity and presenteeism and empower their teams to work flexibly
- Team members at all levels have clarity in terms of their role, their contribution to services and organisational priorities
- Team members feel consistently recognised for the work they do

5 key principles



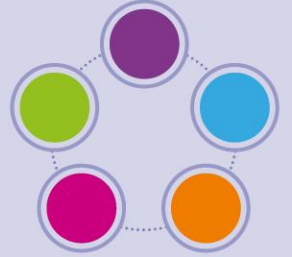
Flexibility

We will avoid fixed rules wherever possible and acknowledge that what works for one team, or an individual may not work for another. We will facilitate open and honest conversations so that all team members have clarity and can embrace modern ways of working.

What will it feel like to work for the Council?

- Success is measured through delivery of outcomes, not hours worked and is based on empowerment and trust

5 key principles



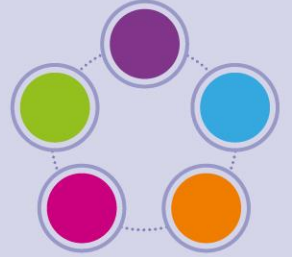
Wellbeing

We will empower and involve team members and their representatives in decisions that affect the way they work, supporting them to balance work and personal lives to be the best they can be.

What will it feel like to work for the Council?

- There is a good balance between time spent in meetings, working and focus time; with team members feeling empowered to manage their diaries and time in accordance with the specific needs of their role/service delivery
- Connectivity and collaboration between team members at all levels is maximised
- Team member wellbeing is prioritised – they feel that their managers and the senior team genuinely care about their wellbeing and support them to balance work and home life

5 key principles



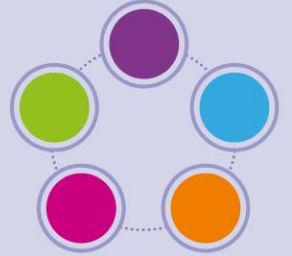
Sustainability

As a collective, working flexibly will enable us to all play our part in our ongoing commitment to protecting the environment and supporting the climate emergency agenda.

What will it feel like to work for the Council?

- Council buildings/space is well utilised for touch down/drop-in, collaboration, and development
- Team members at all levels are proud of the places they work, ensuring they are respected and remain safe/healthy places to be
- Business travel is reduced to the minimum required as team members make responsible choices – using technology where possible and maximising efficient travel where necessary

5 key principles



Digital

We will utilise technology and a digital first approach to facilitate modern working, supporting each other to identify sustainable and progressive approaches to service delivery.

What will it feel like to work for the Council?

- Team members have the digital capability and confidence to undertake their role effectively and efficiently
- Customers and communities' benefit from up to date, responsive services that meet their needs

How does it work?

Working flexibly across the borough and beyond

Modern ways of working creates new working environments which enable numerous benefits including being more responsive and adaptive to our Customer needs...



At a depot / satellite office

- I can collect the supplies I need
- I can take a comfort break
- I am able to access development activities in person and virtually
- I can go straight to my first job from home/from my last job back home

How does it work?

Working flexibly across the borough and beyond

Modern ways of working creates new working environments which enable numerous benefits including being more responsive and adaptive to our Customer needs...

In the Portal / HQ / Wyvern

- I met some customers a public meeting room
- I worked on a project with colleagues in the Collaboration Zone
- I can attend a team meeting in a meeting room
- I can use the touchdown space or soft zones to catch up on emails
- I can grab a drink or have lunch in the cafe zone



How does it work?

Working flexibly across the borough and beyond

Modern ways of working creates new working environments which enable numerous benefits including being more responsive and adaptive to our Customer needs...



Out and about

- I met a colleague for a quick catch up
- I could go for a walk during my one to one
- I can access my emails between meetings from anywhere
- I can meet with customers/ partners in the community

How does it work?

Working flexibly across the borough and beyond

Modern ways of working creates new working environments which enable numerous benefits including being more responsive and adaptive to our Customer needs...



At home

- I can drop off / pick up kids from school
- I can go to the gym / walk the dog
- I can run errands and go to health appointments
- I save time on commuting

What do our people think?

Do you think that the Council's vision of Modern Working practices will deliver better services to customers/residents?

65% agreed

Prior to and since the outbreak of COVID in March do you feel that the Council approach to Agile Working has had a positive effect on your wellbeing, including your ability to balance home and work life?

78% agreed

Prior to and since the outbreak of COVID, do you feel that you have been encouraged and your ideas listened to regarding your working environment and the different ways of working, which we have all had to adapt to?

74% agreed

How would you rate Cheshire West and Chester Council as a place to work?

Satisfied / Very satisfied: 79%

My team successfully conducts the majority of meetings using virtual or on-line technology.

93% agreed

Prior to and during the COVID outbreak, do you feel that our approach to enabling agile working has improved your overall satisfaction levels of working for CW&C?

63% agreed

Prior to and since the COVID outbreak, do you think the Council's working practices have had a positive impact on your own carbon footprint?

86% agreed



Reflecting on the principles, use this 'conversational model' to talk to your team about how modern working will work for you

Collaboration / Communication

- How will the team work together and with other teams to ensure the work gets done?
- How and when will we communicate?



Customer

- What does the customer need from us?
- How should we manage our time to ensure that customer needs are met?



Connectivity

- What technology do we need?
- Have we got the right skills? If not – how do we get them (refer to Digital Academy)



Commitment

- What will we all commit to doing to make sure that Modern Working is successful?

