

**Bath and North East Somerset Council**

**BaNES Office Accommodation  
Workplaces Programme**

**Medium Term Plan Report**

**October 2009**

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## 1.0 Summary, Background and Issue

In January 2009, the council submitted a report to Cabinet, which review office accommodation across the council. The report concluded that the existing buildings are considered to be inefficient with regards to the use of space and ultimately under utilised. This provides opportunities to rationalise office space and act as the catalyst for achieving wider business efficiencies. Since the submission of the January report the council has embarked on a wider 'Change' programme, which looks to realise business efficiencies and create savings across the council. The overall goal of the change programme is yet to be determined and will influence the long term accommodation strategy, as a result it has been deemed necessary to delay the decision on the long term strategy until more is known about the future of the council.

In November 2010 and August 2011 Trimbridge and Plymouth House leases will expire requiring alternative accommodation to be sought for over 350 members of staff. This report and resulting plan, resolves these immediate issues without committing the council to a long term accommodation strategy. The plan will also achieve a revenue reduction in advance of the 2011 budget cuts as well as hitting the Councils annual target within the Carbon Management Plan of reducing energy use.

The plan looks at a refurbishment of Lewis House to BREEAM Very Good and execution of the workstream visions to implement new ways of working which in turn will create sufficient office space for all staff from Trimbridge and Plymouth House on a 3:2 workstation ratio.

The refurbishment works are predicted to require a capital spend of £3.35m whilst creating annual savings of over £650,000.

## 2.0 Medium Term Office Plan – Options Analysis

### 2.1 Option 1: Do Nothing - Retain All Current Council Offices

The existing buildings are considered to be inefficient with regards to the use of space, office layout, separate internal offices and the need to replicate reception facilities. In addition, the accommodation provided is under utilised due to the ways of working employed by Council staff and services. There are also impending lease expiries which provide an opportunity to rationalise space whilst also achieving a revenue reduction in advance of the 2011 budget cuts. The Carbon Management Plan also targets the office portfolio for a reduction in energy use, which will be unachievable with this option.

There is the possibility for the Council to extend the leases; however, this does not achieve any of the strategic objectives set out in the vision and the wider 'Change' programme agenda. Therefore 'Do Nothing' is not considered to be an option which the Council should approve and its inclusion within the report is for financial analysis comparisons.

### 2.2 Option 2: Rationalise Office Space

This option resolves the immediate issues surrounding the impending lease expiries and also helps to reduce revenue outgoing prior to the budget cuts in the 2011/12 financial year, whilst not committing BaNES to any long term property solution.

In November 2010 and August 2011 Trimbridge and Plymouth House leases expire requiring alternative accommodation to be sought for over 350 members of staff.

There is the possibility of extending these leases or finding alternative accommodation elsewhere in Bath but this will not be seen as being cost effective for the council as the office portfolio is already under utilised.

In contrast, implementation of this option will refurbish Lewis House enabling the execution of the workstream visions and implement new ways of working which in turn will result in the creation of sufficient office space to accommodate all of the staff on a 3:2 staff to workstation ratio from Trimbridge and Plymouth House. This will enable the council to dispose of Trimbridge and Plymouth House whilst reducing the office portfolio prior to the budget cuts.

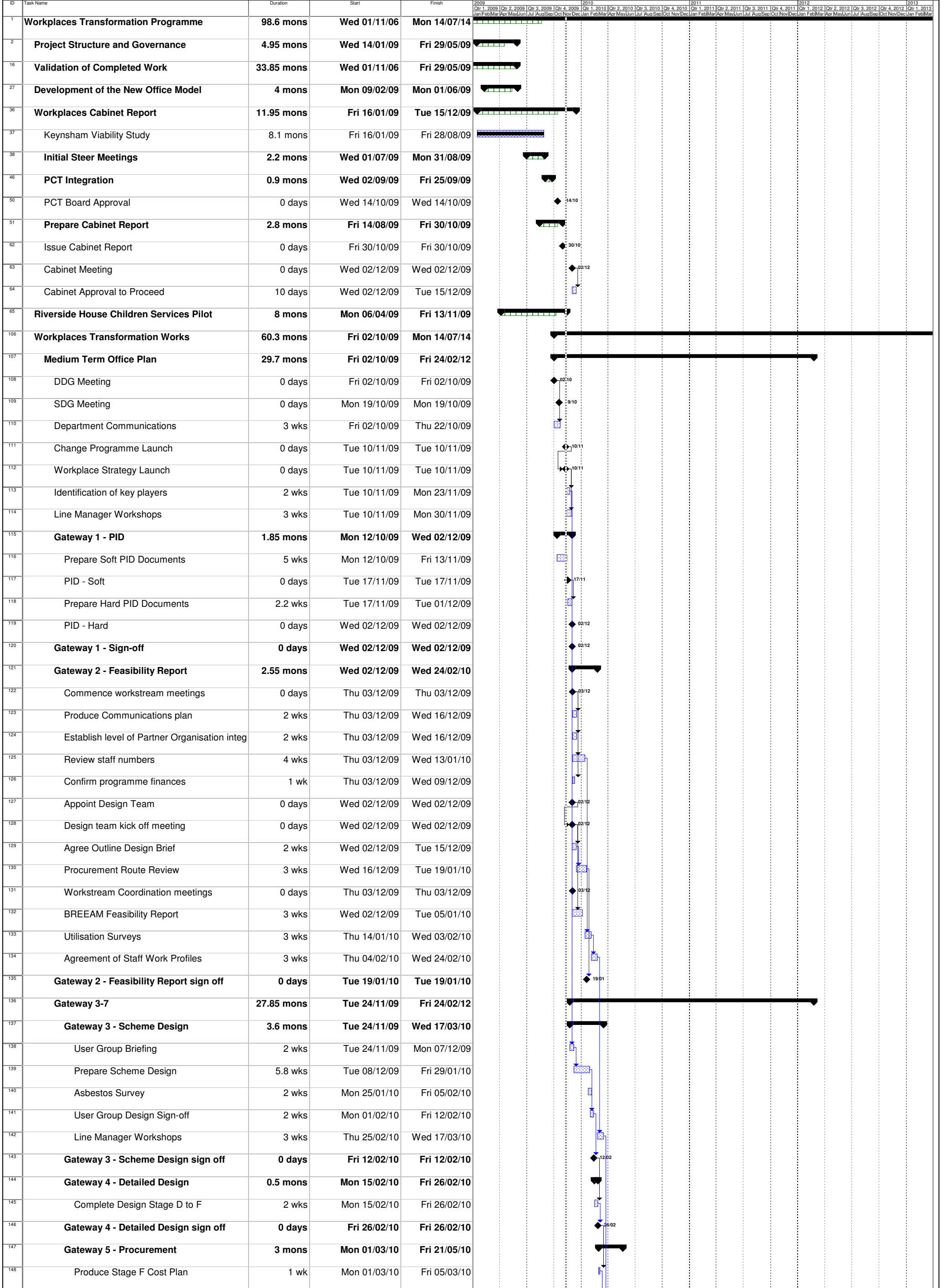
The plan will also see Bath Street close with staff moving into the remainder of Lewis House and generating savings on running costs and a rental income.

#### Key Findings:

Staff/Workstation Requirement:	
Existing Portfolio	1951/c1951
New Portfolio	1951/1563
Change in size to Office Portfolio (net internal area)	
Existing Size	23,902sq m
New Size	19,551 sq m
<b>Space Reduction</b>	<b>4,351 (18.3%)</b>
<b>Average Area/Workstation</b>	<b>12.3 sq m</b>
<b>Average Area/Person Housed</b>	<b>10.0 sq m</b>



## 4.0 Programme



ID	Task Name	Duration	Start	Finish	2009												2010				2011				2012				2013																														
					Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul
149	Issue Stage F Design and Cost Plan	0 days	Fri 05/03/10	Fri 05/03/10																																																							
150	Client Sign Off Design and Cost Plan	5 days	Mon 08/03/10	Fri 12/03/10																																																							
151	Compile Tender Documents	1 wk	Mon 15/03/10	Fri 19/03/10																																																							
152	Tender Period	4 wks	Mon 22/03/10	Fri 16/04/10																																																							
153	Main Contractor Selection Reports/ Recor	2 wks	Mon 19/04/10	Fri 30/04/10																																																							
154	Client Sign Off Main Contractor Choice	1 wk	Mon 03/05/10	Fri 07/05/10																																																							
155	Appoint Main Contractor	0 days	Fri 07/05/10	Fri 07/05/10																																																							
156	Main Contractor Mobilisation	2 wks	Mon 10/05/10	Fri 21/05/10																																																							
157	<b>Implement Flexible Working - BT Portal</b>	<b>4 mons</b>	<b>Thu 18/03/10</b>	<b>Wed 07/07/10</b>																																																							
158	Flexible working implementation - Lewis	3 wks	Thu 18/03/10	Wed 07/04/10																																																							
159	Flexible working implementation - Trimbrid	5 wks	Thu 08/04/10	Wed 12/05/10																																																							
160	Flexible working implementation - Northga	5 wks	Thu 13/05/10	Wed 16/06/10																																																							
161	Flexible working implementation - Plymou	3 wks	Thu 17/06/10	Wed 07/07/10																																																							
162	<b>Gateway 5 - Procurement sign off</b>	<b>0 days</b>	<b>Fri 21/05/10</b>	<b>Fri 21/05/10</b>																																																							
163	<b>Gateway 6 - Construction and Handover</b>	<b>6.75 mons</b>	<b>Mon 03/05/10</b>	<b>Fri 05/11/10</b>																																																							
164	Available to start on site	0 days	Fri 21/05/10	Fri 21/05/10																																																							
165	Early Client Decant	1 wk	Mon 03/05/10	Fri 07/05/10																																																							
166	Construction	11 wks	Mon 24/05/10	Fri 06/08/10																																																							
167	Practical Completion	0 days	Fri 06/08/10	Fri 06/08/10																																																							
168	Early Client Decant	1 wk	Mon 09/08/10	Fri 13/08/10																																																							
169	Construction	11 wks	Mon 16/08/10	Fri 29/10/10																																																							
170	Practical Completion	0 days	Fri 29/10/10	Fri 29/10/10																																																							
171	De-Snag	1 wk	Mon 01/11/10	Fri 05/11/10																																																							
172	<b>Gateway 6 - Construction and Handover</b>	<b>0 days</b>	<b>Fri 05/11/10</b>	<b>Fri 05/11/10</b>																																																							
173	<b>Gateway 7 - Operations</b>	<b>0.15 mons</b>	<b>Mon 08/11/10</b>	<b>Wed 10/11/10</b>																																																							
174	Client migration period	0.6 wks	Mon 08/11/10	Wed 10/11/10																																																							
175	<b>Trimbridge House</b>	<b>0.65 mons</b>	<b>Mon 08/11/10</b>	<b>Thu 25/11/10</b>																																																							
176	Trimbridge House - Vacate	0.6 wks	Mon 08/11/10	Wed 10/11/10																																																							
177	Undertake Dilapidations	2 wks	Thu 11/11/10	Wed 24/11/10																																																							
178	Trimbridge House - Lease Expires	0 days	Thu 25/11/10	Thu 25/11/10																																																							
179	Client Lessons learnt meeting	1 day	Thu 11/11/10	Thu 11/11/10																																																							
180	<b>Gateway 7 - Operations sign off</b>	<b>0 days</b>	<b>Thu 11/11/10</b>	<b>Thu 11/11/10</b>																																																							
181	<b>Bath Street</b>	<b>0.75 mons</b>	<b>Mon 06/02/12</b>	<b>Fri 24/02/12</b>																																																							
182	Bath Street - Vacate	3 wks	Mon 06/02/12	Fri 24/02/12																																																							
183	Bath Street - Release to open market	0 days	Fri 24/02/12	Fri 24/02/12																																																							
184	<b>Plymouth House</b>	<b>1.3 mons</b>	<b>Mon 18/07/11</b>	<b>Mon 22/08/11</b>																																																							
185	Plymouth House - Vacate	10 days	Mon 18/07/11	Fri 29/07/11																																																							
186	Undertake Dilapidations	21 days	Mon 25/07/11	Mon 22/08/11																																																							
187	Plymouth House - Lease Expires	0 days	Mon 22/08/11	Mon 22/08/11																																																							
188	<b>Midsomer Norton</b>	<b>10.75 mons</b>	<b>Mon 05/04/10</b>	<b>Mon 14/02/11</b>																																																							
194	<b>Bath One Stop Shop</b>	<b>6.25 mons</b>	<b>Mon 09/07/12</b>	<b>Fri 11/01/13</b>																																																							
200	<b>Keynsham</b>	<b>59.25 mons</b>	<b>Mon 02/11/09</b>	<b>Mon 14/07/14</b>																																																							
221																																																											

Project: BaNES Workplaces  
Date: Mon 09/11/09

Summary Progress to Programme Progress  
Task Programme Milestone  
Split Disposal

Vacate office  
 Office retained  
 Property released

Summary  
 Project Summary  
 External Tasks

External Milestone  
 Deadline

Milestone  
 External Milestone

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## 4.1 Critical Milestones



## 4.2 Communications Plan and Approach

BaNES Workplaces Programme  
Draft Change Management Plan

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Introduction

Change Management Approach

Who to?

Communications Channels

Communications Matrix

Change Management Plan with Critical Milestones

Visual Representation of the Plan

Suggested Action Plan for Change Leaders

## Introduction

In essence the Change Management workstream will manage the people element of the project ensuring staff understand why the project is happening and when highlighting the triggers for change; will reinforce that staff will be supported and have plenty opportunities to get involved and participate. Eventually over time staff should adjust their working behaviours and skills to commit to the new organisation requirements.

The change management plan that was issued is continuously developing and uses best practices techniques used at Riverside and from previous change projects. The main approach focuses on the next year delivering two-way verbal, written and visual communications, managing resistance, benefits realisation, understanding who is involved and when - their change load and staff training & development on new IT & furniture. The plan initially starts big bang ensuring all staffs' from both Lewis, Trimbridge and Bath Street are engaged, then from March 2010 the plan becomes phased in line with construction plan and focuses on Lewis House staff then from June 2010 onwards focuses on Trimbridge House staff and then Bath Street staff towards the end of the year.

Our approach is based on Mace's methodology – Five steps to supporting people through change. We will work closely with the project team and will facilitate the information to staff through Line Managers, Change Leaders and Change Champions (BUG reps, Records Management super users, Information Technology super users etc). The Change Leaders will lead & implement the change into each of their services and will obtain buy-in from staff. The Change Champions will represent each of the departments and ensure designs, protocols & policies etc are feedback to their colleagues so they understand what is happening, when and why -having a chance to provide comments and be involved throughout the process.

## Our Change Management Approach

**Our approach to supporting staff through change will be to over-communicate at all stages anticipating concerns and addressing them when they arise, to reduce resistance and to increase involvement, participation and commitment to the flexible workplace/space changes**

**Particularly in the early stages, face-to-face briefings by leadership team and project team leaders is vital to allow Q&As & discussion**

**In all cases this should be supported by handouts, electronic-based communication to repeat and re-enforce key messages**

**Phases of communication need to correspond with and celebrate achievement of key project milestones – BaNES high level design sign off, detailed design, start of construction, building fit out, occupation**

**Once workstream projects are clearly defined these project milestones and communication requirements need to be included in the overall plan**

**Involve and clarify overall project plan provide regular progress updates to those impacted by the workstream plans - explaining what is the latest design plans, what will the new office accommodation look like, how will I get it to work?, what IT will I have? What are the major milestones? will I have to change the way I work? etc**

**Liase with Change Leaders to ensure consistent approach**

**Support Change Leaders to design/prepare required communication items/events**

**Support Change Leader to develop change action plan with dates**

**Who is Involved**

<b>Target Audience</b>	<b>Information Needs</b>
<b>Workplaces Board</b>	Understand progress and achievements
<b>Strategic Divisional Directors (SDG)</b>	Detailed plans, progress, costs, benefits in order to approve plans, visibly sponsor the project and drive change
<b>Divisional Directors (DD)</b>	Detailed plans, progress, costs, benefits in order to approve plans, visibly sponsor the project and drive change
<b>Divisional Senior Team</b>	Visibly sponsor the project and drive change in their teams Detailed plans and progress, benefits to the business to lead change in their teams, support vision and values Detailed input to the workstreams, understanding what it means for them and their teams and what they need to do Celebrating success
<b>Line Manager/Team Leaders</b>	Raising Awareness & Clarifying the Purpose What New Ways & Flexible Working Provide overview of plans and progress, benefits to the business How it has been implemented at Children's Service and What was the lessons learnt?? Awareness of the move and reasons for it Opportunity to ask questions Explain what resource is required and why
<b>Change Leader and Change Champions</b>	Getting involved, taking ownership and committing to the change Detailed plans and progress, benefits to the business to lead change in their teams, support vision and values Detailed input to the workstreams, understanding what it means for them and their teams Plan how to implement changes Details of flexible working at BaNES Details of new ways of working at BaNES Understand in detail the personal impacts Opportunity to ask questions, air concerns, have input to decisions Specifics about move dates, preparation required, new facilities etc.
<b>BaNES Staff</b>	Furniture plans and progress 2d and 3d Visuals to understand the AS-IS and TO-BE Understand Role Review outputs Understanding reasons for move/impact on them Input to decisions Coaching on the key elements of new ways of working Specifics about move dates, new facilities, seating, parking Input to the workstreams, understanding what it means for them (e.g. flexible working, collaboration, new IT)
<b>Union Representative</b>	General plans and consultation
<b>Customers/Clients/ Local Community</b>	Change of address and contact details Any impacts on the way we work with them
<b>Workplaces Project Team</b>	Overview of plans and progress, benefits to the business Input to the workstreams, understanding what it means for them (e.g. flexible working, collaboration, new IT) Coaching on/details of new ways of working Clarifying the detail
<b>PCT</b>	Through Jo Gray and Kate Glass an overview of plans and progress will be provided.

Suggested Communication Channels

Channels (How)	Potential Use	Frequency & Format
<b>External Communications - News Brief &amp; Newsletter &amp; Using existing local comms bulletins</b>	Opportunity to update all colleagues on plans, news and progress	tbc by Sam Platt
<b>Line Managers /Team/Department Meetings - Face to Face</b>	Opportunity to provide additional department specific information, Q&As and Consultation	Schedule of meetings drawn up by Julie, Michelle and Change Leaders
<b>Intranet Pages</b>	To announce news relevant to all colleagues – e.g. achievement of major milestones, key principals of new ways of working, feedback responses to concerns, events etc	As required (news items change weekly)
<b>Information/Documentation</b>	Protocols, User Guides, Presentations, Positioning Paper to obtain Senior Manager buy-in, commitment and presence	As required
<b>Communications Action Plan</b>	Support each change leader to develop communications action plan to support roll out and implementation of flexible and new ways of working	Weekly ongoing
<b>Measurement through User Survey's - Pre, Post and Follow-Up - Consultation Page on intranet to obtain feedback</b>	Understand local awareness and receive feedback	At certain times throughout the project life
<b>Email</b>	Develop email lists for each target audience to facilitate easy contact and distribute plans, updates, invitations to consult	Bi weekly communications to change leaders & BUG representatives on items/events
<b>One Pager for staff</b>	Explaining implementation approach and introduce Change Leaders and BUG Representatives of each team	Once resources have been identified
<b>Monthly One pager for staff</b>	Outlines project objectives	Change Lead to provide weekly
<b>Road Shows</b>	Update colleagues/staff on the latest plans for BaNES - what it may look like/what facilities will be available/what are the Protocols/ what are the operational etiquettes/ introduce workstream leaders what are the plans so far/ how can you get involved	Dates are tba Repeat on a regular basis Advise timeslots and ask Senior Management Teams to introduce
<b>Dedicated Display Areas</b>	Update displays monthly with latest designs/progress also info about each workstream	Add section on New Ways of Working intranet page for monthly updates – send e-mail link to all staff
<b>Change Leaders Meetings - Face to Face</b>	Provide monthly progress key outputs from workstream meetings key points to include in team monthly update, share the latest project documentation, provide answers to questions	Meet monthly, share & raise concerns and resolutions, take actions back to departments, gather feedback



<b>BUG Representative Mtg - Face to Face</b>	Set up group of reps from departments impacted by the move to act as central point of contact to the project team	Change Leaders to meet with BUG Representatives weekly, raise concerns, take actions back to departments and gather feedback
<b>Demonstration Suite/Area</b>	Give colleagues preview of what new furniture will look like – chairs, desks, storage, PCs, VoIP Telephony,	Set up mock office location - MC to ask Ed Davis/Tom/James where will this be possible
<b>Site Visit to Riverside - Either Physically or through Video</b>	Invite groups of staff to visit the Riverside location nearer the moves, so they can picture what their new working environment will look like.	Use Change Leaders to help set up and arrange groups.
<b>Count Down Notices</b>	Provide detailed information to prepare staff for the move – actions for each month, week, day - when to pack, where to decanting to, when are crates arriving, where to park day 1, how to gain access to building etc.	Via e-mail, intranet links, verbal feedback from Change Lead and BUG representatives and posters
<b>Training on new equipment</b>	Instruction on use of phones, IT, equipment prior to the move	1-2 weeks prior to move for each group
<b>Floor Walkers</b>	Provide help with settling in problems – using IT, phones, facilities etc.	First week of move
<b>BUG Briefing Pack</b>	Provide an on-line tutorial & hard copy pack I on 'everything you ever wanted to know about the new office accommodation - seating plans, facilities management, how to use phones, printers, book meeting rooms, use equipment, explaining benefits and key messages	Available day one (and can be issued to new starters in future)
<b>Lunch time Welcome Sessions</b>	Opportunity for Directors to welcome everyone to their new home	Day 3 of each move

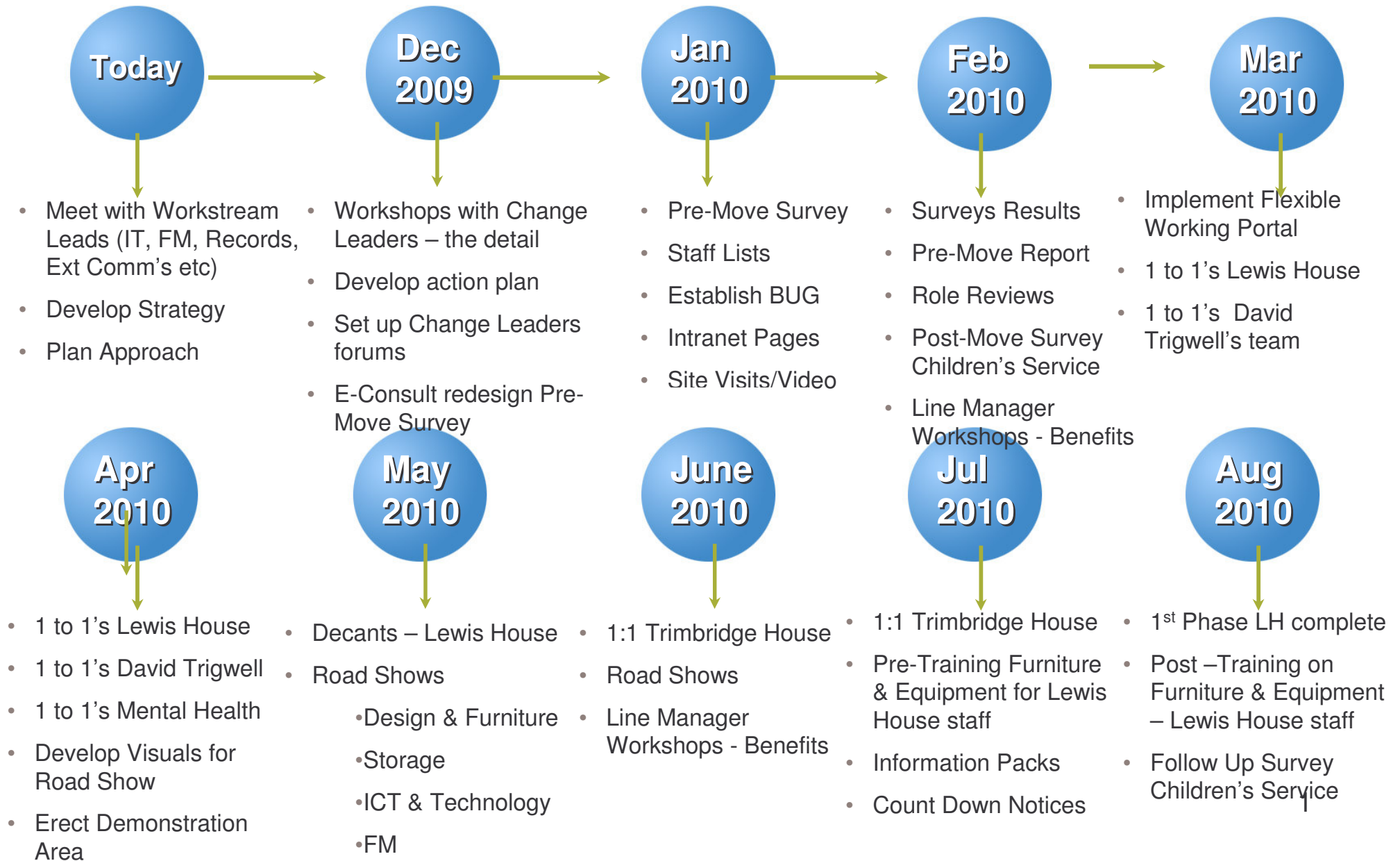
## Draft Communications Matrix (Julie Matthews 20.10.09)

Who ↓	How →	Presentations	Face-2-Face (Small Group / 1-2-1)	Roadshows	Development Workshops	Documentation	Website	Newsletters	E-Mail	Council Comms
Workplaces Board		X				X			X	
Workplaces Project Team			X			X			X	
Divisional Senior Team		X		X		X	X	X	X	
Divisional Managers / Team Ldrs		X	X	X	X	X	X	X	X	
Divisional Staff			X	X	X	X	X	X	X	
BaNES Staff			X	X					X	X
Members			X							X
Unions			X					X		X

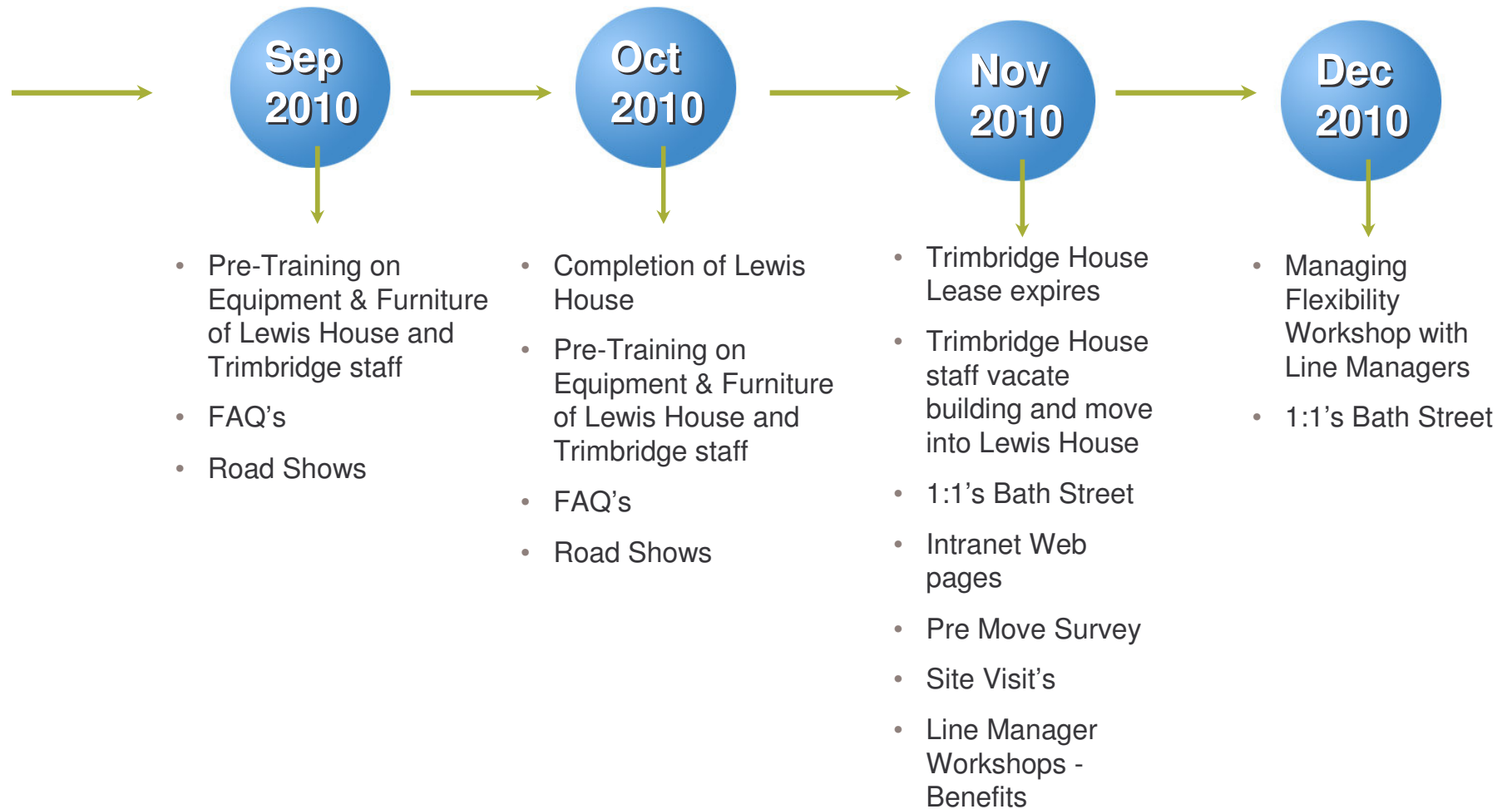
<b>Suggested Change Management Plan with Critical Milestones</b>	
NB: Flexible Hours, Flexible Locations and Flexible Workspaces	
<b>What (Change, Comm's NWoW &amp; Flexible Working Activities)</b>	<b>When</b>
<b>Planning NWoW Strategy &amp; Initial Engagement Phase</b>	
<b>Meetings with SDG &amp; DD to Raise Awareness of NWoW &amp; Obtain Resources</b>	<b>Oct/Nov 2009</b>
Preparation for Line Managers Workshops	Oct/Nov 2009
<b>Produce Change &amp; Communications Plan</b>	Oct-09
<b>Develop Comm's Strategy</b>	Nov-09
<b>Receive list of line manager contacts outputs from SDG meeting</b>	<b>Nov-09</b>
Meet with Workstream Leads - discuss Visions, Protocols and User Guides, Think about Communication needs within Workstream Plan, Key Audiences, What do they need to know? What do you want them to do?	Nov-09
Identifying Existing Forum/Networks	Nov-09
<b>Meet with Union</b>	<b>Nov-09</b>
<b>Meet with Change Agents at BaNES - Sam Platt</b>	<b>Nov-09</b>
Understand what groups are in each building and who will be impacted first	Nov-09
Develop Impact Assessments	
Understand Timescales & Workstream Programmes	Nov-09
Update Protocols and User Guides	Nov/Jan-09
Review Staff Data Base - What is currently there?	Dec/Jan-09/10
Understand Impact to each department	Nov-09
Include NWoW Vision Statement for Shared Working Principles	Nov-09
For Change Leaders develop information packs (Presentation, Road Show, Intranet Pages, Newsletters, Action Plans, Protocols, User Guides, Email Addresses, What does NWoW look like for Children Services, Who is involved, What next, What worked well)	Nov-09
<b>Developed NWoW Strategy (Flexible Hours, Locations &amp; Workspaces)</b>	<b>Nov-09</b>
<b>Finalised Information Pack</b>	<b>Nov-09</b>
<b>Change Leader Workshops - What is NWoW? What is Flexible Workplace Programme? What are the Corporate Changes? How will Change Leaders be supported? (Newsletters, Protocols, User Guides etc)</b>	<b>Dec-09</b>
Communicate outputs from Line Manager Meetings	Nov-09
Identify Change Leaders and agree roles	Nov-09
Understand Current Communication Channels	Dec-09
Develop Communications Action Plans with Change Leaders	Dec-09
Change Leaders to communicate to Champions, Line Managers and Staff	Dec-09
Set up Change Leaders Forum - Weekly Meetings Starting from January 2010	Dec-09
Set Up Change Leaders Email Address - Consultation (Ask Change Leader)	Dec-09
Inform staff about utilisation surveys - Commencing end of January	Dec-09
Identify Change Champions/BUG etc	Dec-09
Redesign Pre-Move survey to include both Comm's as well as Technical aspects of project then use E-Consult system to design online survey for project.	Dec/Jan-09/10
Arrange Site Visit for Change Leaders to Children's Service in Riverside	Dec/Jan-09/10
Identify BUG Forum/Change Champions and agree roles	Dec/Jan-09/10
Agree blue print for BUG Groups	Dec/Jan-09/10
Facilitate & Support Change Leader to set up BUG Group Weekly Meetings	Dec/Jan-09/10
Facilitate & Support Change Leader starts to meet with BUG	Dec/Jan-09/10
Identify barriers/concerns to NWoW	Jan-Sept 2010
Overcoming barriers/concerns to NWoW changes	Feb/March 09
Agree Action Plan and communicate	Feb/March 09
<b>Assessment Phase</b>	
<b>Construction Surveys (Asbestos etc)</b>	<b>Jan-10</b>
<b>Design Surveys</b>	<b>Jan-10</b>
<b>New Ways of Working Utilisation Surveys - Space Planning Team</b>	<b>Jan-10</b>
<b>Line manager workshops #2 Introduction to Role Reviews (Lewis/Trimbridge)</b>	<b>Jan-10</b>
<b>Line manager workshops #1 Introduction (Northgate)</b>	<b>Jan-10</b>
<b>Change Leader Site Visits to Riverside</b>	<b>Jan-10</b>
<b>NWoW Pre-Move Survey</b>	<b>Jan-10</b>
<b>Change Leaders to confirm Staff Lists</b>	<b>Jan-10</b>
<b>Intranet Pages for Lewis House and Trimbridge House Staff</b>	<b>Jan-10</b>
<b>BUG User Groups Established - (Feedback Issues &amp; Address Concerns LH/LH)</b>	<b>Jan-10</b>
Prepare results communication for Line Managers	Feb-10
<b>Role Reviews (Lewis / Trimbridge)</b>	<b>Feb-10</b>
<b>Line manager workshops #2 Introduction to Role Reviews (Northgate)</b>	<b>Feb-10</b>
<b>RR Communications to staff (Lewis / Trimbridge)</b>	<b>Feb-10</b>
<b>Post Move Survey Report - Riverside</b>	<b>Feb-10</b>
<b>Assessment Outputs</b>	
<b>Line Managers Workshops - Explain Findings from Surveys</b>	<b>Feb-10</b>
<b>Line Managers Workshops - Understand Benefits and develop action plan to reduce resistance to change</b>	<b>Feb-10</b>
<b>Set up meetings and meet with Line Managers and Change Leaders - to Communicate Results</b>	<b>Feb-10</b>
<b>NWoW Pre-Move Report</b>	<b>Feb-10</b>
<b>BT Implement Flexible Working Portal</b>	<b>Mar-10</b>
<b>Flexible working - Registration &amp; Review - Lewis House</b>	<b>Mar-10</b>
<b>Role Reviews (Northgate)</b>	<b>Mar-10</b>
<b>1:1's with Lewis House Staff</b>	<b>Mar-10</b>
<b>1:1's with David Chigwells Staff (Trimbridge House)</b>	<b>Mar-10</b>
<b>Flexible working - Registration &amp; Review - Trimbridge House</b>	<b>Apr-10</b>
<b>RR Communications to staff (Northgate)</b>	<b>Apr-10</b>
<b>Set up user group and feedback loop (Northgate)</b>	<b>Apr-10</b>
<b>Flexible working - Approvals &amp; Shopping Trolley - Lewis House</b>	<b>Apr-10</b>
<b>1:1's with Lewis House Staff</b>	<b>Apr-10</b>
<b>1:1's with David Chigwells Staff (Trimbridge House)</b>	<b>Apr-10</b>
<b>1:1's with Mental Health team</b>	<b>Apr-10</b>
<b>Visuals -Presentation Board Development for Road Shows</b>	<b>Apr-10</b>
<b>Erect Demonstration Area (Furniture, Equipment with Office Etiquettes, Comments Box) Lewis House</b>	<b>Apr-10</b>

What (Change, Comm's NWoW & Flexible Working Activities)	When
Flexible working - Registration & Review - Northgate House	May-10
Flexible working - Approvals & Shopping Trolley - Trimbridge House	May-10
1:1's with Lewis House Staff	May-10
1:1's with David Chigwells Staff (Trimbridge House)	May-10
Road Shows Lewis House Staff (Protocols & User Guides, Floor Design & Layout, Storage, ICT, FM, Furniture, Visuals, As-Is & To-Be Visuals)	May-10
Count Down Notices	May-10
Decanting Staff from 3rd & 4th Floor - Lewis House	3-5th May-10
Lewis House Refurbishment - Start Date - Lewis House	24th May-10
Flexible working - Approvals & Shopping Trolley - Northgate House	Jun-10
Line Managers Workshops - Understand Benefits and develop action plan to reduce resistance to change	Jun-10
1:1's with Trimbridge House Staff	Jun-10
1:1's with Trimbridge House Staff	Jul-10
Develop hard copy - BUG Information Packs for staff moves	Jul-10
Pre Training on New Equipment - Lewis House Staff	Jul-10
Count Down Notices	Jul-10
Practical Completion of 3rd and 4th Floor - Lewis House	6th Aug -10
Decanting of Staff from 1st & 2nd Floor - Lewis House	9th Aug -10
Post Training on New Equipment - Floor Walkers Lewis House Staff	Aug-10
FAQ's	Aug-10
Road Shows Lewis House Staff (Protocols & User Guides, Floor Design & Layout, Storage, ICT, FM, Furniture, Visuals, As-Is & To-Be Visuals)	Aug-10
Follow-Up Survey Children's Service	Aug-10
Pre Training on New Equipment - Lewis House Staff / Trimbridge House Staff	Sep-10
FAQ's	Sep-10
Road Shows Lewis House Staff (Protocols & User Guides, Floor Design & Layout, Storage, ICT, FM, Furniture, Visuals, As-Is & To-Be Visuals)	Sep-10
Pre Training on New Equipment - Lewis House Staff / Trimbridge House Staff	Oct-10
Practical Completion of 1st & 2nd Floor - Lewis House	29th Oct -10
Vacate Trimbridge	8th-10th Nov-10
Post Training on New Equipment - Floor Walkers Lewis House Staff / Trimbridge House Staff	Nov-10
Trimbridge House Lease Expires	Nov-10
1:1's with Bath Street Staff	Nov-10
Web Page development for Bath Street staff	Nov-10
Site Visits for Bath Street Change Leaders - Riverside/Lewis House	Nov-10
Line Managers Workshops - Understand Benefits and develop action plan to reduce resistance to change	Nov-10
Support	
Line Managers workshops# 3 - Managing Flexibility (Lewis / Trimbridge)	Dec-10
1:1's with Bath Street Staff	Dec-10
Monitor, Review and Feedback	
User Post-Move Survey	Jan-11
1:1's with Bath Street Staff	
Road Shows Bath Street Staff (Protocols & User Guides, Floor Design & Layout, Storage, ICT, FM, Furniture, Visuals, As-Is & To-Be Visuals)	Jan-11
Pre Training on New Equipment & Furniture	Feb/March -11
Post Move Survey Report	Mar-11
User Follow-Up Survey	Jun-11
Follow-Up Survey Report	Aug-11

# Supporting staff through the Change – Visual Representation of the plan (MC 09.11.09)



# Supporting staff through the Change – Visual Representation of the plan (MC 09.11.09)



**Suggested Change Management Action Plan for Change Leaders  
Children Services New Ways of Working Project Pilot  
Where are we now? XX/XX/XX**

REF	What/Purpose	Must We Do, Should We Do, Could We Do	Who	How Communicate	When Target Date	Status
<b>Printed on all communications feedback is to be encouraged via Intranet, BUG Representative or by Postal Box in Demonstration Area</b>						
1.0	<b>Initial Engagement &amp; Mobilisation</b>					
	Positioning Paper for Senior Management Team				Dec-10	
	Staff Lists				Jan-10	
	BUG Representative Group Set Up/Networks				Dec/Jan-10	
	Protocols, User Guides & Office Etiquettes					
	Office Etiquettes					
2.0	<b>Survey Phase</b>					
	Utilisation Surveys & Impact Assessments				Jan-10	
	Space Planning					
	Newsletters				Jan-10	
	Intranet Pages				Jan-10	
	Construction Surveys				Jan-10	
	Pre Move				Jan-10	
	Role Reviews					
3.0	<b>Survey Outputs</b>					
	Floor Designs				Jan/Feb-10	
	Decant and Relocation					
	Pre Move Survey Report					
4.0	<b>Consultation &amp; Engagement with Staff</b>					
	1:1 with Staff				March onwards	
	Frequently Asked Questions (FAQ'S)					
	Flexible Working Registration, Approval & Shopping Trolley					
	Road Shows					
	Intranet & Email Addresses					
	Furniture Demonstration Area					
	Displays Area - Notice Boards etc					
	External Comms inform clients of changes					
	Brown Paper Bag Lunches					
	Communications Diary					
	Trianing Sessions (ICT, Storage, Furniture)					
	Identify Super Users (ICT & Furniture)					
	Welcome Inductions					
5.0	<b>Post Implementation</b>					
	User Post-Move Survey					
	Follow Up-Move Survey					

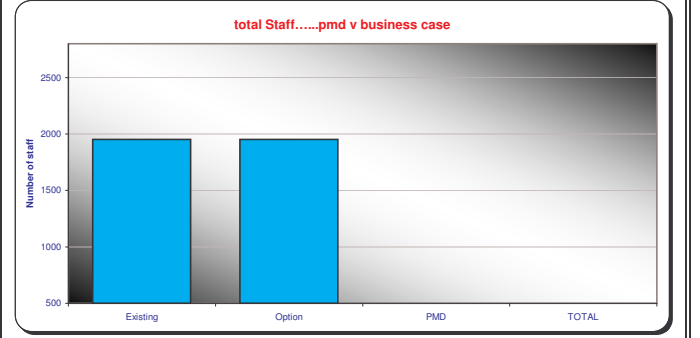
## 4.3 Relocation Plan



Address/s from and Department	Staff No.	North				PCT				South				West				Other Sites	
		Bath - Northgate		Bath - Lewis House		PCT Offices		Midsomer Norton - The Hollies		Keynsham - Riverside		Other Sites		Existing					
		Business Case		Relocation		Business Case		Relocation		Business Case		Relocation		Business Case		Relocation		Existing	
		Existing	Option	PMD	Act	Va	Existing	Option	PMD	Act	Va	Existing	Option	PMD	Act	Va	Existing	W/st	
Staff	W/st	Staff	W/st		Staff	W/st	Staff	W/st		Staff	W/st	Staff	W/st		Staff	W/st	Staff	W/st	
Support Services	102																	102	102
Customer Services	4																	4	4
Improvement and Performance	9																	9	9
Chief Exec	6																	6	6
Council Solicitor	34																	34	34
<b>155</b>																			
Children Services	108					26	26	26	17									82	82
Customer Services	2					2	2	2	1										
Support Services	6					6	6	6	2										
Adult Care	91					55	55	55	37	36	36	36	18						
<b>207</b>																			
Customer Services	11																	11	11
Support Services	2																	2	2
<b>13</b>																			
Customer Services	66					66	66	66	44										
Support Services	1					1	1	1	1										
Development and Major Projects	1					1	1	1	1										
<b>68</b>																			
Support Services	86	86	86	86	86														
Council Solicitor	14	14	14	14	14														
IT Services (Mouchel)	42	42	42	42	42														
<b>142</b>																			
Development and Support Services	28																	28	28
<b>34</b>																		6	6
Support Services	142					142	142	142	91										
Customer Services	3					3	3	3	1										
Adult Care	67									67	67	67	55						
<b>212</b>																			
Customer Services	111					111	111	111	74										
Support Services	31					31	31	31	21										
Adult Care	24					16	16	16	10	8	8	8	6						
<b>166</b>																			
Children Services	8													8	8	8	5		
Support Services	8													8	8	8	5		
Council Solicitor	1													1	1	1	1		
Customer Services	2													2	2	2	2		
Adult Care	86									4	4	4	3	13	13	13	6	69	69
<b>105</b>																			
Children Services	32																	32	32
Customer Services	9																		
Support Services	10																		
Adult Care	6																		
<b>57</b>																			
Council Solicitor	24																	24	24
Customer Services	150																	150	150
Support Services	124																	124	124
Adult Services	1																		
Childrens Services	212																	212	212
Improvement and Performance	48																	48	48
IT Services (Mouchel)	22																	22	22
<b>581</b>																			
PCT Community Teams	35									24	24	24	12	7	7	7	3	4	4
PCT Commissioners	111									111	111	111	88					4	4
<b>146</b>																			
PCT Community Teams	34																	5	5
<b>34</b>																			
PCT Community Teams	26																	26	26
<b>26</b>																			
PCT Community Teams	4																	4	4
<b>4</b>																			
PCT Community Teams	1																	1	1
<b>1</b>																			
<b>Totals</b>	<b>1951</b>	<b>142</b>	<b>142</b>	<b>142</b>	<b>142</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>460</b>	<b>460</b>	<b>460</b>	<b>300</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>260</b>	<b>260</b>

Headline Data											
Existing					Option					(actual excludes temps/agency)	
Staff	W/stn	Staff	W/stn	PMD	Act	Vac	Staff	W/stn	Staff	W/stn	
North	602	602	602	442	0	0	426	260			
PCT	305	305	305	209	0	0					
South	123	123	123	77	0	0	257	150			
West	694	694	694	608	0	0	862	530			
Others	227	227	227	227	0	0					
<b>Total</b>	<b>1951</b>	<b>1951</b>	<b>1951</b>	<b>1563</b>	<b>0</b>	<b>0</b>	<b>1545</b>	<b>940</b>			

Headline Data											
Existing					Option					(actual excludes temps/agency)	
Staff	W/stn	Staff	W/stn	PMD	Act	Vac	Staff	W/stn	Staff	W/stn	
North	602	602	602	442	0	0	426	260			
PCT	305	305	305	209	0	0					
South	123	123	123	77	0	0	257	150			
West	694	694	694	608	0	0	862	530			
Others	227	227	227	227	0	0					
<b>Total</b>	<b>1951</b>	<b>1951</b>	<b>1951</b>	<b>1563</b>	<b>0</b>	<b>0</b>	<b>1545</b>	<b>940</b>			



DATE 08.09.2009

6 Sites closed / released

5/4 Staff / Workstations

1/1 Exist, 3/2 Opt

11 NIA / workstations

9 Exist, 12 Opt, 13 Opt

1000 TOTAL STAFF MOVED

500, 1500, 2000

Real estate reduction analysis					
	Existing (m²)	Existing	Option	Achieved	
M²	23902	0	Reductor	1951	Reductor
Percentage			0.0%	18.3%	

Notes:

Referenced documents: