Update for Resources PDS Panel

30 September 2013

Agenda item 2: Workplaces Office Accommodation briefing

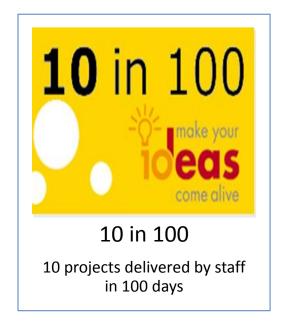
Agenda item 3: Staff resources- Organisational Development & Staff Support

"One Council" Organisational Development Programme

Three Workstreams







Supporting staff through change:

- Development through OD Programme
- Impacts of budget reductions

Workplaces: Changing How We Work

5	3	1,500	1,000
BUILDINGS	WORKSTYLES	STAFF	DESKS

Principles

- 3:2 staff to desk ratio
- Staff located close to their customers, supporting Corporate Travel Plan.

5 Buildings

Keynsham



- Fully flexible
- Ashley Ayre's base

Lewis House



- Flexible but with specialist IT
- Louise Fradd's base

Guildhall



- Limited flexibility
- Democratic & political HQ
- Andrew Pate's base

The Hollies



- As is
- Partner organisations & those serving local community

St Martin's



- Limited flexibility
- Usage broadly as is

- All buildings will have facilities for hot desking and meeting rooms.
- All staff could work from any location (within IT & Information governance limits).

3 Workstyles

- Permanent office-based
- Permanent home-based
- Mobile (> 20% working time out of office)
- Managers assess working arrangements to optimise opportunities flexible working brings
- Supported by the right IT

1,500 staff: 1,000 desks

- Accommodation model drafted that accommodates all 1,500 staff based on overall 3:2 staff to desk ratio;
- Includes partner organisations.
- Provision of appropriate ICT is critical.
- Significant change management to support this programme "Changing How We Work"

"Changing How we Work"

- Within principles, this programme will be manager owned and led.
- Range of support includes:
 - Workshops for managers;
 - Champions representing staff at all levels to build office spirit;
 - Tours for staff;
 - E- learning;
 - Theatre training (scenarios staged to think about how to manage resistance, unhelpful behaviours);
 - IT training;
 - Moving celebrations;
 - Open days post move;
 - Integrated with communications and information on the website.

NB Not just for Keynsham New Build.

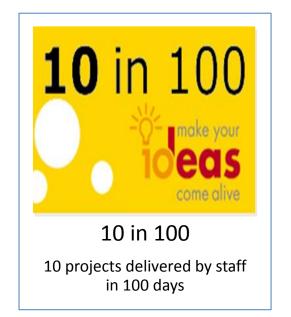
"Changing How We Work" is a key part of our OD Programme.

"One Council" Organisational Development Programme

Three Workstreams







"One Council"

What it feels like for Services, Teams and Staff



Everyone knows where we are going as an organisation

Leaders work collaboratively and managers help unblock obstacles staff encounter

Staff are encouraged and supported to be creative and play their part in helping to shape the future





Our workforce is highly motivated and productive, making use of modern, flexible working practices

There is One Conversation between public services and our communities – changing the way we deliver services.

One Council OD Programme

Characteristics of "One Council"	Activities that contribute	
Everyone knowing where we are going	Staff events	
as an organisation	All member event	
	OD Comms eg Jo Blogs	
	Leadership (Cabinet/SMT/ DG Workshops &	
	coaching	
Staff are encouraged and supported to	10 in 100 programme	
be creative and play their part in helping to shape the future	Staff events	
Leaders work collaboratively and	10 in 100 programmo	
managers help unblock obstacles staff	10 in 100 programme Tan 100 events and resources (eg webnertel)	
encounter	Top 100 events and resources (eg webportal)	
Our workforce is highly motivated and	Changing How We Work (Workplaces Change	
productive, making use of modern,	Programme)	
flexible working practices	Staff events and OD comms	
There is One Conversation between	NEW – approach is in design.	
public services and our communities –		
changing the way we deliver services		

Supporting staff through change

Training through Corporate Training Programme:

- Half day Managing Redundancy Training Soft Skills
- Investing in Your Future (4 day personal development programme for non managers)
- Experience Counts (personal development/career planning for the "older worker")
- 2 x .5 day Job Search Workshops on writing CVs/application forms and preparing for interview
- Future Focus a team day for those teams who have been through significant change/restructure to engage them in planning for their new future

Supporting staff through change

On line /e learning resources:

- Information/ resources on public website for job search/outplacement support (also for staff once they have left the Council's employment).
- Internal CiS pages in place for supporting staff at risk including
 e-learning tools on job search and career planning and useful
 practical weblinks such as for job search advice, further
 education and financial planning.
- Skills for Life/upskilling in key skills including free NVQ training/assessment at level 2 in Customer Service, ICT and Business Admin to improve peoples' employability.

Supporting staff through change

Outplacement Services to Those Formally at Risk:

- Local outplacement provider "Workout Solutions":
 - Provides personal 121 support help to those formally at risk of Redundancy (on going advice and support for up to 1 year after an employee has left the Council.)

Employee Assistance Programme:

- 24/7 counselling and support
- Confidential face to face and telephone