

# 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



Staff and Leadership  
Engagement



Workplaces:  
“Changing How We  
Work”



10 in 100

10 projects delivered by staff  
in 100 days

- **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.

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# “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*



**GO FOR IT!**



*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

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

# 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