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changing  
how we work

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# Workplaces programme

Accommodation Model

Briefing for Resources PDS Panel

# Purpose

More **joined up approach with other public services** to improve services for the public

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Provide a **better working environment** to improve performance

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Reduce the Council's **carbon footprint**

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Support **regeneration** of the local economy

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Maintain **strong community** leadership

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Sound **business case** for rationalising office accommodation – saving **£3.5m p.a.**

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# Phase 1 successfully completed

## Bath:



**Guildhall:** Refurbishment of some offices improving working environment and some additional desk space. Council staff moved out of **Abbey Chambers**.

**Lewis House** minor refurbishment & some moves.

## Keynsham & MSN:



Riverside closed and new Civic Centre fully occupied.

Minor refurbishment to **The Hollies**.

HOT  
DESKS



**Hot desks** in all corporate buildings.



**New IT:** introduced a more flexible desk based pc (Igel), tablets and improved home working facility.

# Phase 1 Facts & Figures

## Moves:

- Staff moved out of Riverside and Abbey Chambers into Civic Centre and Lewis House.
- Headcount in Civic Centre is now 700.

## Recycling:

- 100% recycled (89.12 tonnes out of Riverside, 20.1 tonnes of landfill avoided, equivalent to saving 68.8 tonnes of CO2)
  - 80 desks
  - 40 desk pedestals
  - 10 strips of lockers
  - 300 office chairs
  - 30 tall cabinets
  - 80 meeting chairs
  - 6 meeting tables
  - 10 coatstands.

## ICT:

- 2,200 IGels being used instead of PCs and laptops:
- 90% power saving per PC (300w to 30w), a saving of £71,000 pa
  - Ultra low power web cam enabled 23" monitors.

## Green Travel.

- 2014 Staff travel survey 46% responses supported measures to reduce the need for travel through flexible working:
  - homeworking 30%, video and telephone conferencing 16%

# Phase 1 change management

- **Most staff** are now working **more flexibly** than before.
- Staff reaction to the new ways of working is **generally positive**.
- Both **staff and customers** are seeing the **benefits** from flexible working.
- However, **further work** is needed to change the way that staff work **to enable phase 2** to be successfully completed:
  - Not just for those moving- for everyone;
  - Consistent application across all buildings;
  - Accommodating more staff, fewer buildings.



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# Phase 1: Changing How We Work

I like it because it's really light, new and clean. I think it's going to be a very nice environment to work in. There's **no clutter and we are better organised** in the way we are sitting as a team. I also like the **break-out areas**. They will be **very useful for team discussions**. *(Deputy Team Manager)*



Being able to work from anywhere makes it **much easier for me to plan my day and still be in touch**. I don't need to be physically in the office to do that. The biggest difference for me has been the new iGels – they are **so much faster than the old PCs and laptops**. *(Strategy & Plan Manager)*

# Principles of Accommodation Model

- Moves between towns were minimised as far as possible.
- Proximity to customer base.
- A Strategic Director to be based in Keynsham, Lewis House and The Guildhall.



**Guildhall** – base for democratic process, Corporate support, Finance etc. Mainly dedicated desk staff.



**Civic Centre** – base for P & C and also designed for staff who are able to work *the most flexibly* rather than those requiring dedicated desks.



**Lewis House** – base for Place and also for staff where dedicated desks may be required.



**Hollies** – base for teams serving the local community, plus partners.

## Phase 2

- Close Northgate House by the end of Nov 2015
- 150 staff in NGH will be reallocated to other buildings (Civic Centre, Guildhall, Lewis House)
- Completion of Guildhall second phase building works.
- Abbey Chambers, creation of meeting space on floor 2.
- Possible sublet of surplus space in The Hollies
- Ascertain a definitive position re St Martins



# Desk Occupancy Surveys

*Following phase 1:*

- **Civic Centre** – floor 3 survey indicates **at least 21 desks free** at any time (max 66).
- **Guildhall** - **6 desks** across floors 1 and 2 that are free, maximum number is 32.
- **Lewis House** – floor 4 indicates an average of **18 desks free** at any one time (min 7 – max 50).

# The numbers work

## Phase 2 - Creating capacity

### Keynsham

IGels on 6 Civic Centre team tables                      36 flexible working spaces

Unallocated Desks ( previously reserved  
for Town Council )                      14 desks

Occupancy survey - capacity                      20 desks on floor 3

**Keynsham extra capacity                      70 desks**

### Guildhall

Phase 2 programme                      20 additional flexible desk spaces

Occupancy survey - capacity                      6 desks

Phase 2 works                      Additional breakout spaces

**Guildhall extra capacity                      26 desks and additional breakout space**

**Closure of 5 Northgate meeting rooms                      4 large meeting rooms in Abbey Chambers**

**Informal meeting/ break out space in Guildhall**

- **Changing the Way we Work is critical:**
- Not just for teams leaving NGH but **for everyone** to accommodate additional numbers.

# Change Management Challenge

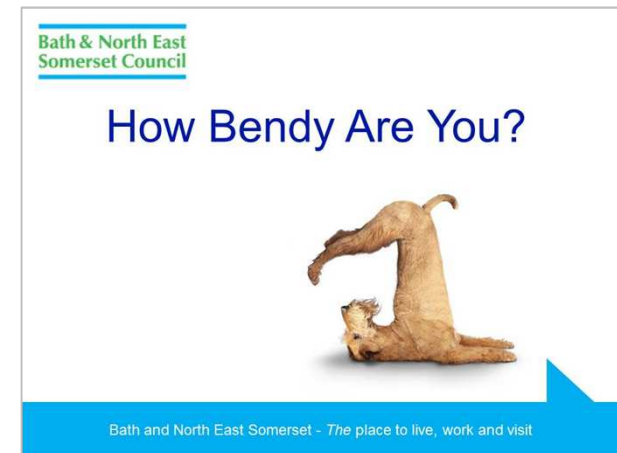
- **Not replacing like for like :**
  - additional desk space in Guildhall & Civic Centre is likely to use the smaller 1200 mm desk more suited to **limited time 'Hot Desk' type usage;**
  - whilst recent usage monitoring shows there is some **capacity** this may reduce with the **additional demand** in phase two.

# Timeline

- Moves out of Northgate -
- Into Keynsham – between April and July
- Into Lewis House – between July and October
- Into Guildhall – between Sept and end of November.
  
- Abbey Chambers – meeting rooms on floor 2 by end of November 2015.
  
- Northgate vacant by end of November 2015

# Key to success

- **Collaboration** to manage building usage is essential and still needs work;
- A **consistent application of 'Behaviours'** will be key:
  - currently **inconsistent**
  - Staff already comfortable with “**new norms**”.



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# Next steps

- Finalise phase 2 of the accommodation model (end March).

## MOVERS AND SHAKERS



- Re-energise the Movers & Shakers and create plan to embed flexible working (March/ April).
- Create programme of moves (April).