

New Ways of Working

Resources O&S Committee – 22nd July 2021

Peter Bishop - Senior Responsible Officer

Robin Burton - Programme Manager



What do we want from today?

- Outline Key cabinet decisions
- Investment and payback

Reminder – What is our goal?

- The programme's primary goal is to “implement working practices, technology, and facilities to enable all staff to operate in a fully agile way” so that we are “an organisation that is more responsive, efficient and effective by ensuring our teams have the capability, confidence and tools to continue to work where, when and how they choose, with maximum flexibility and minimum constraints to optimise their performance in support of those we serve”
- Focus on Managing by Outcomes!

Organisational benefits of the programme



Personal Benefits of the programme

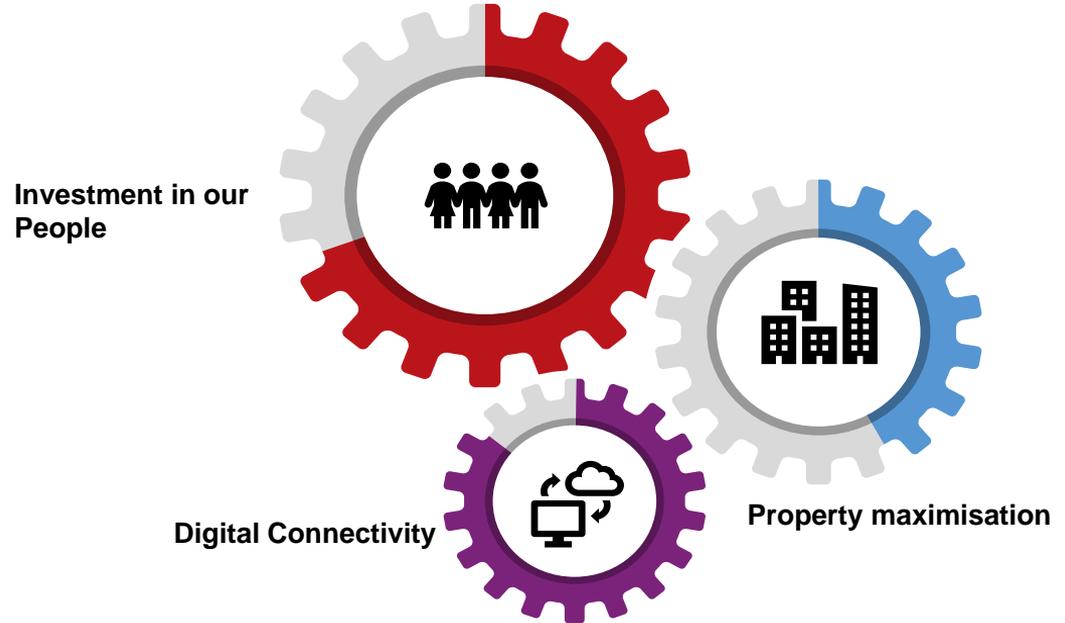


Key Elements of New Ways of Working

We will readjust and reimagine all 3 cogs so that we can work in new ways

Of course, each cog will have activities and projects of their own which will change the way we work. Each will be led by dedicated teams, but all 3 must be interlinked with each other in order to succeed

Our People cog is our most important, as without our teams feeling confident, competent and supported to work in new ways we will not succeed



New Ways of Working – Property Maximisation



Council House
Complex

The Council House Complex is an important asset with significant potential. We will not relinquish this asset but it does require significant investment. The question is how we best use this historic building, accessible to the public, as a civic space fit for the next part of the 21st Century



Lancaster Circus



Woodcock Street



New Aston House



Lifford House



Sutton New Road



Margaret Street

Council Administrative Buildings

- We plan to relinquish Lancaster Circus and lease Margaret Street within a 18-24 month period
- Consideration is being given to further reductions in the Council's property estate and the optimal sequencing
- As we relinquish buildings, Inclusive Growth will develop options to maximise the value we release from them
- Planning the “return to normal” post 19th July announcement

What have we done so far?

- Delivery plan - Outline Business Case – Sept 2020-Jan 2021
- Delivering 2,600 laptops with cameras – started Mar 2021
 - Releasing swapped out devices to schools etc.
- Cabinet Report April 2021 - Lancaster Circus and Margaret Street surplus
- Enabling the de-cant from Council House to Margaret street
- Developing Enhanced Business Case and Cabinet Report
 - Designing Change programme
 - Remote Managers Training Programme
 - Future Leaders Programme
 - Engaging with all Directorate DMTs
 - Designing Paper Reduction strategy
 - Working with team in Margaret Street and Council House (600 bags of confidential waste)
 - Decommissioning Lancaster Circus
 - CCTV, UTC, Emergency Response
 - Enabling Technology investment (desk booking, hybrid meetings, voice, field worker etc.)
 - Working with Children’s Trust (as Tenant) to move to agile working
 - Redesigned Woodcock Street and Lifford House into agile workspaces
- Re-thinking Public Hubs and Locality Working

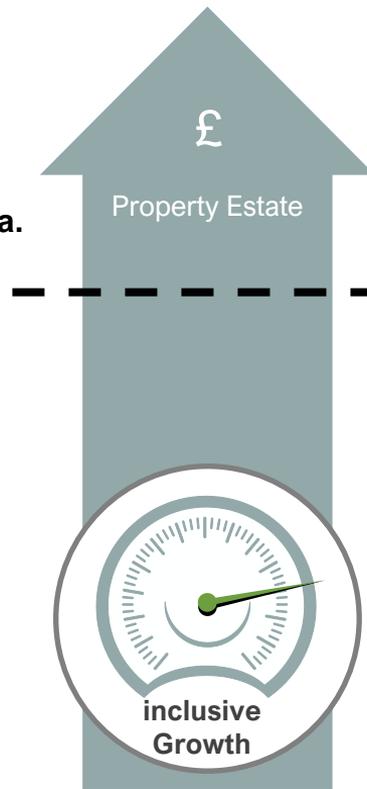
What investment is required?

Capital Receipt: Lancaster Circus = £11-20?m

Revenue saving: Lancaster Circus & Margaret Street = £1.349m p.a.
(£6.75m over 5 years)



New Ways of Working – Investment - Draft



Total =
£10.4m

Income / Savings

New Ways of Working Change Roadmap

MS Teams Training Strategy

- Listened and learnt from past experiences
- Dedicated specialists to support you
- Blended learning approach
- Bespoke and 121 support available
- Build your confidence and confidence

Managing Remotely

- Expected attendance of all managers
- Built from feedback
- Softer skills in how to manage
- Knowledge as to why we should
- Keeping you safe

One Stop Shop

- Learning all in one place
- Your FAQs and access to Chat Bots
- Supporting your wellbeing
- Gathering your ideas
- Communicating simply
- Onboarding new starters

Agile Liaison Officers

- Supporting all Teams and Managers
- Your critical friend
- Capturing your barriers
- Helping you to find solutions
- Signposting you to support

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Homeworking

- Promotion as choice
- No expectation to have to
- Simple application process
- Monitored for equity

Building Trust

- Softer skills training
- Open to anyone
- Agile Organisations are built on trust
- Impartial feedback mechanisms
- Open and transparent communication

Future Leaders Programme

- Built on research
- Outcomes based management
- Piloted and built on feedback
- Offered to existing Managers first
- 12 month programme
- Blended learning

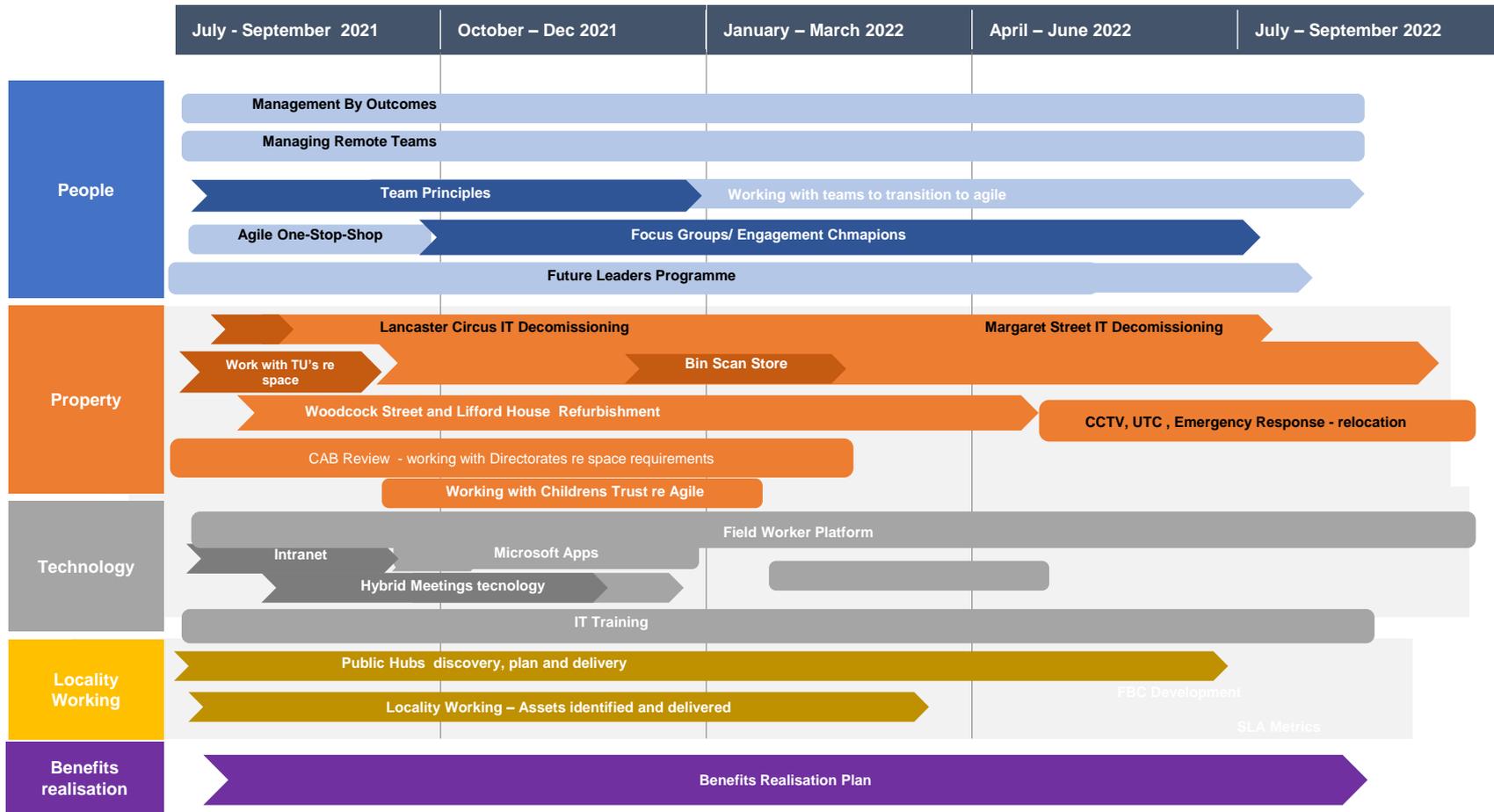
Engagement Champions

- Volunteers from across the business
- Supporting communication and engagement
- Gathering your experiences
- Shaping our policies and practices

Spatial Planning

- Understanding your service and any unique needs
- “One Size does not fit all” methodology

New Ways of Working Timeline



REOPENING OF BUILDINGS



Context and justification to approach

- On the cusp of change which will affect our culture
 - All need to show our adaptability and openness to change
 - Lead by example
- Variant is still here
- Infection rates are still rising
 - Removal of restriction - a change in behaviour
- Working with the TUs at every step, improving our relationships and collaborating
- We are taking this opportunity to reset our expectations of future working

NWOW Approach

- Use the opportunity to change behaviours
- Open 50% of Woodcock Street
- Every other desk
- All desks bookable on the enhanced booking system
- Remove one way system
- Strongly recommend masks to be worn when moving around
- Increase capacity of lifts from 1 to 4
- Review other CAB building opening timetable dependent upon business need

ANY QUESTIONS?

