ANYTIME ANYWHERE

Creating a flexible, efficient and happy workspace

GUIDE FOR MANAGERS - PART 1 – GETTING ORGANISED AND WORKSTYLES

We are changing and our offices are changing too. We are bringing people, processes and technology together to find the most appropriate and effective ways of working – Anytime Anywhere.   This pack provides basic guidance and support to help Managers start implementing new workstyles.

CONTENTS

OUR AIMS

The Anytime Anywhere (AA) project is about:

- Bringing people, processes and technology together to find the most appropriate and effective ways of working.
- Using our buildings more effectively – introducing touchdown spaces and hub style working arrangements.
- A consistent look for our buildings so that employees know what to expect and how to work wherever they decide to work from.
- Arrangements that allow staff to work more flexibly from multiple locations to meet both the needs of the service and the employee.
- Paperless working environments and clear desks.

THE PROJECT MANAGER

- Every project or refit needs a Project Manager (PM). This will normally be the Service Manager (SM) but can be delegated where appropriate. Support is available from Development Services (Facilities), the AA working group, PMO and Organisational Development teams.

- The PM should complete the e-learning module Anytime Anywhere as it provides useful background information and encourages Managers to start thinking about some of the issues that may arise.   Access the e-learning can be found on the internet under systems – Olle (elearning)

- The PM will:
  - Develop a project plan for the location/team. This draft plan with the main tasks can be used as a template and tailored to suit specific projects and needs. See end of document for a draft plan.

  - Create and implement an engagement/communication plan (the main tasks are referred to in the project plan). This is an essential step to make sure teams are engaged and supported as part of the change process.   Support is available but Managers should contact the PMO and Organisational Development teams early so that workloads can be planned.

  - Set up an AA project group and involve employees from the area being redesigned. It's important that this group is involved in the pre-planning phase. Engagement is essential to success.

  - Work with relevant managers to get a clear idea of numbers, arrangements and specific needs of each team.

  - Keep managers up-to-date on project activities and make sure work/actions are moving forward within their teams.

  - Carry out a full review after implementation, feeding back comments and any lessons learned to the AA working group.   Before /after- measuring success – engagement survey results from your team will provide some information on where we are now.

Some projects:

- will involve partner agencies using the same or shared space so it's important to involve them in discussions as early as possible.

- will only involve a move to mobile/flexible or more agile ways of working. In these cases only equipment will be needed.

- will involve furniture and room design but due to the task or team's remit, mobile/flexible working isn't appropriate. These employees will be 'fixed' and staff engagement is still necessary on how this workstyle operates and the purchase and layout of furniture.

WORKSTYLES

- There are 5 different workstyles.
- All employees will work either mobile, flexible or remote workstyles unless there is a business case to say otherwise
- Managers should consider the options and based on the work/tasks:
  - allocate a workstyle for each job
    - in considering the most suitable workstyle, start with remote unless this doesn't work with the main tasks
  - meet with each employee and confirm the workstyle and explain how it operates

	DEFINITION	WORKSTATION RATIO	USING A DESK	WHEN CAN STAFF WORK?	WHERE CAN STAFF WORK FROM?
REMOTE	Office based for limited periods and no more than 20%	3:10	A bank of desks will be available for use by all flexible/mobile/remote workers as required. Staff should be encouraged to sit at different desks within the bank to avoid desks being "owned" by one person.	Staff can work at any time to support the service they deliver. It is important employees agree general working pattern with Managers. Managers need to be aware of arrangements to ensure health and wellbeing and when staff can be contacted throughout each week.	Likely to be working across the Council area at different locations/ buildings/ client homes to meet the needs of the service being delivered. There will likely be the need to attend offices/HQ to catch up with paperwork at a touch down point.
MOBILE	Office based for 21% to 50% of working time	5:10			Most efficient and effective location to meet the needs of the service being delivered. Could include, Council offices/buildings, homeworking, meetings in leisure centres, café's etc.
FLEXIBLE	Office based for 51% to 90% of working time	8:10			
FIXED	Office based for more than 90% of the working time.	9:10	A bank of desks will be available for all fixed workers in a particular team. These will generally be in the same area to aid team working and be for a specific group of workers.	Within the building opening hours and as agreed with Managers. It is anticipated that office cover will be required during normal office hours. Any office cover arrangements across a team require to be agreed by the line manager.	Generally office based
DEDICATED	**Office based for more than 90% of the working time.**	**10:10**	**Need for a specific desk due to health/personal reason.**		

WORKSTYLES – PRINCIPLES & BEHAVIOURS

For arrangements to be successful, recognised behaviours and principles must be shared with the team. Some will apply to all offices and teams, others will be agreed by individual AA project groups and be specific to one particular team or office.

The PM should consider these issues and ensure all points are confirmed and discussed at the AA project group meeting. PM's should liaise with Managers within each team to make sure they are clear on what support and action is needed for the project and to gather information on numbers, needs and particular issues relating to each team.

Once the points are agreed, it is suggested that the AA project group develop a protocol which should be issued to all employees in that team.

Each project should consider:

Workstyles

- Employees will be remote workers unless this doesn't suit the tasks. If this is the case, they will be classed as mobile and if this isn't practical then they will be classed as a flexible worker. Only if the job/task does not allow flexible working should a job type be classified as fixed/dedicated.

- For staff to work mobile and flexibly they need to have the right tools.   IT can provide advice on the team's needs and staff should be asked about their preferences before ordering equipment. It may be useful to trial the equipment first. Access to WIFI should also be considered as part of any assessment. It is important to get advice and support early on in the project from IT team.

- A fixed worker has no automatic right to a particular desk. Groups or banks of desks can be identified for a team, however any desk can be used. The PM should liaise with managers and the AA group and identify desks if this is needed.

- Each employee must be given suitable storage for personal belongings. Storage options and locations should be discussed in the AA project group, although pedestals under desks should be avoided.

- A dedicated workspace is a desk that is specific to an employee's particular needs.   It can be used by others in their absence but needs to be made available if they return.   Chairs, desks and equipment can't be removed or chair positions and monitor heights changed. Managers should identify if this type of workspace is needed and make other team members aware of the arrangements. The AA project group can consider how the desk will be identified.

- Additional operational 1-1s may be needed for mobile/flexible and remote workers to make sure sufficient support is provided. These meetings should be scheduled with employees and can be held anywhere.

Engagement

- The PM should set up an AA project group for each location or team made up of a cross section of employees. The group will help resolve issues and develop protocols to aid mobile working for that particular area. A list of the general issues for discussion can be found in this document. Again, PMO and Organisational Development teams can provide support.

Working Flexibly

The points below should be discussed with the AA project group and a protocol developed and issued to all employees it affects.

- A clear desk policy applies to all categories.

- Employees must recognise the different needs and wants and be tolerant of others in relation to heating and lighting in rooms.

- Desks must be left clean and tidy. Cleaning wipes and hand sanitisers should be made available. The AA project group can decide on storage and restocking.

- Regular meetings are critical to good team working and communication. Managers should agree where and when meetings will be held with their teams.

- Employees need to know if they choose to work from a café it's at their own cost as no subsistence or expenses will be approved.

- It is important to talk to employees and agree clear expectations, standards and timescales for each piece of work. Employees can determine when their work will be done and in return, managers must agree to review timescales and when employees should provide updates so that sufficient support is provided and productivity maintained.

- Working hours will be agreed with each employee. Where possible, employees should have the freedom to determine the best times that suit them to work, although this is always subject to service delivery and being available to service users should this be required along with deadlines for pieces of work.

- If office cover is required then the Manager should agree how this will be co-ordinated.

- Diaries should be open and available to everyone in the team.

Health & Safety

- Managers need to complete a Risk Assessment for each type of workstyle within their team making sure arrangements and support is in place to manage lone and mobile working. Risk Assessments should be shared with the team.

- It is good practice for managers to have an outline of an employee's work plan for the week and have access to diaries to support lone working within a mobile/flexible working arrangement.

- Managers need to highlight the importance of employees being familiar with fire evacuation procedures when working in different locations.

- During developmental 1-1s home working/flexible working should be discussed and any issues explored. Employees also need to know they should raise any issues of flexible working affecting their health immediately.

- As part of the Anytime Anywhere project staff will be provided with new workstation equipment. Staff should complete a self-assessment of their workstation when the begin using this new equipment. Because there will be a standard for workstation equipment this self-assessment does not need to be repeated every time they change workstation. Staff should only complete another self assessment if they are experience issues using their workstation equipment or there is a change to the equipment provided.
- Do carpets need cleaned? Carpets should only be replaced if there is a health and safety risk.

Confidentiality and IT equipment

- It is important information and IT equipment is kept confidential and secure at all times, especially at home and in any other work locations.

- Employees need to know confidential papers and laptops should never be left in cars.

- All employees should sign the Acceptable Use Policy before any IT or 'phone equipment is provided.

- Every employee is responsible for charging their equipment ready for use.

- When purchasing IT equipment, make sure carry equipment is considered and purchased.

SPACE PLANNING

Think about the following points when planning how to use your space:

- It should be future proofed for 10 years
- What are the functional needs of the space?
- Desks should be calculated on the basis of an average of 0.8 FTE
- Are there any dedicated desks required?
- Are there fixed workers or teams that need recognised spaces?
- Consider zoned areas in each building so the right teams are sitting together
- What different work areas to you need – normal desks, quiet desks, collaborative work space?
- Try and avoid desk dividers – this leads to more open office and more collaborative working
- A locker will be needed for each employee – avoid using pedestals
- Storage facilities – two linear metres per person may be required
- Managers should not have offices of their own
- Is there a need for confidentiality and break out areas?
- What meeting space is required? (this will depend on the nature of the work) – do you need meeting rooms, quiet rooms?
- Key fobs/storage area required
- Kitchen facilities may be needed
- Are there any specific needs that should be taken into account?

When buying furniture, the supplier will be able to provide support and space planning options.   IT can offer advice on equipment to suit particular needs; however it may be useful to test equipment before purchasing.

COLOUR PALETTE

All rooms are different. Managers should contact the Design Team within the Communications & Participation Unit of Corporate & Housing Services for information on accent colour matching and additional design features.

Core Colours

Walls: There should be a mix of white and grey walls. Some rooms might have more light and can take more grey or depending on the surface, grey might be considered better. In some rooms, with limited light, white might be considered better.   All rooms should have a mix of grey/white. The AA group should be asked their preference for the split: ie 3 white and 1 grey wall, or 3 grey and 1 white. There is no right or wrong combination and it is up to each team to agree what suits them best.

- white walls. Matt white emulsion.
- The grey walls, shade is Dove Grey – Leyland paint. Some contractors may use alternative paint manufacturers and if this is the case and alternative close match should be used. The swatch below is Dove Grey for ease of reference. The website showing the colour chart, including Dove Grey can be found here. http://www.leylandtrade.com/colour/leyland-colours-bs4800

Accent Colours:

The four Council of the Future accent colours are magenta, blue, lime and orange and these can be used on walls to add colour.

The Council of the Future logo or wording can be used on one of the walls to break up the colour. Some examples may be to use the Council of the Future Logo, or a wordable with the Values words (RITA).ome example logos or wording are below:

Doors, Windows, Skirting Boards:

Doors, windows and skirting boards are normally white gloss.

Seating:

Chairs are black / grey in colour with accent colours. Further information is provided in part 2 of the guidance.

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PROJECT PLAN – CHANGING THE WAY WE WORK

- Each project will be different. The main actions below are a starting point but each PM needs to develop a plan based on individual need.

- If the building is being redesigned, Development Services (Facilities) will prepare the plan and manage the contract until the work is completed. This work will generally include WIFI and cabling for the building. This could have a 12 month lead in period so employee engagement will need to start earlier than suggested below. Remember, employees should be kept informed of any plans and progress as they are agreed.

- Ideally everyone should be moving to paperless processes. However, it is recognised that in some areas there may be a need for some element of paper or filing. It's best to start thinking about e-storage/storage and security needs early in the process. Moving to a paperless office takes time, can be resource intense and costly depending on the volume of paper.

- There is no allocated budget available for office redesign, furniture or equipment. Any costs associated with moving to mobile/flexible working and redesigning offices needs to come from Services.

3 months to move in date	Y	N
E-Learning		
• Complete e-learning module for managers - this will help identify possible barriers to the change and prepare how these can be overcome or worked around (e.g. fear of change, loss of team identity, paper culture and presenteeism etc)		
Communicating and Involving the Team in the Change		

• Vision
   o Explain the vision to the team and the need to move to Anytime Anywhere working model
   o Encourage employees to complete the e-learning module for employees as it will help understand the drivers, features and benefits of Anytime Anywhere working.
• Consultation/Engagement
   o Meet with managers to get information on numbers, arrangements and specific needs that need to be taken into account
   o Ask for volunteers to form an Anytime Anywhere project group. This group will help identify needs and deal with issues as they arise. Dependent on the size of the team, instead of a working group it may be possible to involve all employees in meetings. The Organisational Development Team can help with this.
      o Engage and explain the need to move to an Anytime Anywhere working style - include a Q & A session to address issues / concerns of employees.
      o Remind employees there is an open door policy if they want to discuss any concerns.
      o Discuss the ICT equipment that team members will need to help their individual workstyle work
• Advise Business Support of proposed moves
• Paper Clearing/Systems
   o Let the team know paper clearing / e – file clearing needs to be done to help with the clear desk policy and paperless office approach (if applicable)
   o Create a rota for paper / data clearing		

Identify Needs		
Understand how the team uses its workspace/equipment and identify future needs. It is useful to involve the working group in this process • Consider physical changes to the workspace and work with Facilities to get the most out of the workspace • Consider the need for the team to use alternative premises during the re-fit? If so, this needs to be planned in advance • Assess what the team /individuals need from their workspace - space for eating, meetings, training, quiet spaces for concentrating, video/ teleconferencing areas, shared team storage, individual lockers, toilets, showers. (Facilities may have already considered these points). • Identify the type of equipment needed for the team e.g. laptops, smart phones, iPads etc. Consult with IT to make sure the equipment is fit for purpose. In equipment needs to be tested for suitability purposes then an earlier lead in time will be required. Remember to order carry equipment too. Not all desks need two screens • Assess whether existing ICT and telephony systems will effectively allow flexible and efficient working eg WIFI connectivity, printing options and telephony. • Identify any furniture needed for the refit • Make sure DSE requirements are considered • Delegate possible interior design decisions to the working- group, based on a consultation exercise with the team on colour-schemes / wall art /chair selection / blinds etc, based on options available) • Check all systems work on Citrix • Check review process/paper systems – start to think about reviewing processes • Assess whether there are enough power sockets • Do you need to clean carpets ? (they should only be replaced if there is a health & safety risk) • Complete and submit a proforma to IT and Facilities detailing proposed office moves. The Facilities form can be found (here) • Once workstyles are identified, complete a risk assessment for each workstyle. A template document is available under the Anytime Anywhere project page • **Do you have WIFI/portable data from mobile phones or do you need to consider alternatives eg MIFI (a mobile box that allows a group of employees to get data access)**		
2 months to move in date		
Communicating and Involving the Team in the Change		
• Communicate the results of interior design consultation exercise to full team • Provide team updates on progress being made, include any drawings / designs of the proposed workspace and furniture being ordered • A visit to another mobile/flexible office can be arranged so employees can see how it works		

- Monitor how the team is getting on with data clearing
- Anywhere Anytime working group should meet to review, questions and outstanding issues
- Check everyone has completed the e learning course

Order equipment/furniture

- Order equipment through the internal corporate catalogue on INTEGRA.   Depending on availability, goods could take a few weeks to arrive.
- All furniture should be purchased from the corporate catalogue unless specific equipment is required and is not available in the catalogue, for example a specific type of chair for an employee.
- Let the contractor/BMD know what colour schemes are needed for walls
- Contact the design team within the Communications & Participation Unit to order the logo for the wall

Facilitating the move

- Contact Facilities to order or request extra storage furniture such as filing cabinets or cupboards, to help with the move
- Check on temporary accommodation if this is needed
- Organise support or transport for temporary move
- Contact Business Improvement Team to arrange training on new ICT systems if required
- Check the team are continuing with paper and data clearing

1 month to move in date

Communicating and Involving the Team in the Change

- Remind the team of your open door policy if they have any questions about the change
- Monitor how data cleansing is progressing with the team
- Set dates/timescales for packing up files
- Anywhere Anytime working group should meet to review questions/answers and outstanding issues

Furniture/equipment

- Check delivery dates for furniture and equipment
- Contact BMD if furniture needs to be built and IT if equipment needs to be installed.
- Contact contractor/BMD about painting

3 weeks to move in date

Communicating and Involving the Team in the Change

- Discuss the ICT equipment that team members will receive to aid their individual workstyle
- Explain the need for some simple office etiquette guidelines. Ask the Anytime Anywhere working group to consult with the team about eating at desks, assigned vs.free desks, clean desk guidelines, noise guidelines, no camping (at a particular desk) and wayfinding (who sits where, location of facilities)
- Arrange 1:1s with individual team members to discuss expectations and concerns of designated workstyles
- Develop guidelines if other employees can drop in and use the space as touch down spaces
- Remind the team of the open door policy if they have any questions about the change
- Continued paper and data clearing
  - The Organisational Development team (you need to agree /arrange a date) will hold a session with employees to:
    - Explain the Anytime Anywhere workstyles being adopted and behaviours expected for employees and managers
    - Review questions, answers and issues
    - Explain the need for some simple office etiquette and share the guidelines prepared by the working group

2 weeks to move in date

Communicating and Involving the Team in the Change

- Talk to the team about the office etiquette guidelines for the team
- Remind staff of the open door policy if they have any questions about the change
- Make sure any outstanding issues from the Anytime Anywhere working group are dealt with and feedback given to the team
- Continued paper and data clearing
- Start to pack up files and personal equipment
- Check to see if temporary storage facilities are required

• Prepare an induction sheet for all staff who don't normally work in a building on use of things such as printers, kitchens, etc – get these laminated and available across the office. It should also be put on the intranet so employees know the rules before using facilities • Any quiet rooms or meetings rooms should be opened up on a calendar for anyone to book		
1 week to move in date		
Communicating and Involving the Team in the Change		
• Continue final paper and data clearing push • Check any remaining files and personal items are packed up • Check temporary accommodation arrangements • Check furniture order • Check BMD/ICT available to support furniture delivery/equipment set up • Make sure employees complete the online DSE assessment on Olle		
3 months after move in date		
Evaluate the change / lessons learnt		

AA PROJECT GROUP – THINGS TO DISCUSS

The PM will set up an AA project group for each location. The group, made up of a cross section of employees, will help resolve issues identified and develop necessary protocols to help make mobile working work for that particular room or area. Some of the areas for discussion by the group are noted below. Some points will require discussion, where as others just need to be highlighted as protocol. Once the points are agreed, it is suggested that the AA group develop a protocol which should be issued to all employees in that particular group.

Recognised behaviours and principles will be shared with the team. Some will apply to all offices and projects, others will be agreed by individual AA project groups and be specific to one particular group or office.

Workstyles

- Employees will be remote workers unless this doesn't suit the tasks. If this is the case, they will be classed as mobile and if this isn't practical then they will be classed as a flexible worker. Only if the job/task does not allow flexible working should a job type be classified as fixed/dedicated.

- A dedicated workspace is a desk that is specific to an employee's particular needs. It can be used by others in their absence but needs to be made available if they return. Chairs, desks and equipment can't be removed or chair positions and monitor heights changed. Managers need to identify if a dedicated workspace is needed and make sure other members of the team are aware of arrangements.

- There is no automatic right to a particular desk by a "fixed" worker. Groups or banks of desks for fixed workers or teams should be identified as part of the room layout.

- Each employee must be given suitable storage for personal belongings. Pedestals under desks should be avoided to stop individuals "claiming" a desk. The group may want to consider where personal storage will be located and where spare keys will be held.

- The group should be aware of the IT equipment that will be available or provided. Piloting of equipment or training should be discussed. Consult with IT before ordering any equipment to make sure it meets the needs of each team/tasks.

Working Flexibly

- A clear desk policy applies to all categories.

- Employees must recognise the different needs and wants and be tolerant of others in relation to heating and lighting.

- Desks must be left clean and tidy. Cleaning wipes and hand sanitisers should be made available. The group should agree on storage and restocking options.

- If kitchen facilities are provided then this needs to be kept clean and tidy at all times.   The group might want to consider the approach taken with cups/dirty dishes left in the sink or kitchen.

- Additional operational 1-1s may be needed for mobile/flexible and remote workers to make sure sufficient support is provided. These meetings should be scheduled with employees and can be held anywhere.

- Regular meetings are critical to good team working and communication. Managers should agree where and when team meetings will be held with their teams.

- Employees need to know if they choose to work from a café it's at their own cost as no subsistence or expenses will be approved..

- Outputs vs presenteeism. Outputs will be agreed with employees on an individual basis. It is up to the employee to determine when their work will be done within the timescales set and subject to service delivery.   Managers and employees need to be clear about timescales, standards and expectations and agree review dates for pieces of work.

- If office cover is required then the group/manager need to agree how this will be co-ordinated

- Managers must be clear on times that employees must be available or in the office for any particular reason.   Just because a mobile phone/mobile kit has been provided doesn't mean that staff are expected to answer phones and emails late at night or 24/7

- In shared buildings with other partners, which are public facing, do not have badges that distinguishes between the partners/teams – make it a 'one team' approach

Health & Safety
- A risk assessment should be prepared and shared for each type of workstyle within the team. Employees need to raise any concerns over lone and mobile working as part of the group, team meetings and 1-1s so that adequate support can be provided.

- It is good practice for managers to have an outline of an employee's work plan for the week and have access to diaries to support lone working within a mobile/flexible/remote working arrangement. Employees should be clear about how this will be managed.

- Make employees aware that any issues impacting on their health need to be raised with managers immediately.

- When working in different locations, employees need to be familiar with fire evacuation procedures.

Confidentiality and IT equipment

- It is important all information and IT equipment is kept confidential and secure at all times, especially working from different locations. Employees should have secure storage for their work materials in their home.

- If working from other locations, for example a café or library, then care must be taken to maintain confidentiality at all times.

- Confidential papers and laptops should never be left in cars.

- All employees must sign the Acceptable Use Policy before any IT equipment/phone equipment can be provided.

- Employees are responsible for charging their equipment ready for use.